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Mid-term Independent Project Evaluation Report of the

**Global Programme for the Implementation of  
the Doha Declaration: towards the promotion  
of a culture of lawfulness.**

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# ACRONYMS AND ABBREVIATIONS

Abbreviation	Full name	Abbreviation	Full name
ACAD	Anti-Corruption Academic Initiative	NPO	National Project Officer
CEB	Corruption and Economic Crime Branch	NVI	Non-Communicable Diseases, Disability, Violence and Injury Prevention
CLP	Core Learning Partners	OCB	Organized Crime Branch
CSO	Civil Society Organisation	Prodoc	Programme Document
DAC	Development Assistance Committee of the Organisation for Economic Co-operation and Development	The Programme	Global Programme for the Implementation of the Doha Declaration: Towards the Promotion of a Culture of Lawfulness
DO	Division for Operations	ROCA	Regional Office Central Asia
DTA	Division for Treaty Affairs	ROSA	Regional Office South Africa
E4J	Education for Justice	SDGs	Sustainable Development Goals
ECOSOC	Economic and Social Council	SPO	Senior Programme Officer
FuC	Follow-Up Committee	THIMUN	The Hague International Model United Nations
GCED	Global Citizenship Education	TOR	Terms of Reference
GJIN or 'the Network'	Global Judicial Integrity Network	TPB	Terrorism Prevention Branch
The Global Programme	Global Programme for the Implementation of the Doha Declaration: Towards the Promotion of a Culture of Lawfulness	UN	United Nations
HTMSS	Human Trafficking and Migrant Smuggling Section	UNCAC	United Nations Convention Against Corruption
HQ	Headquarter	UNDP	United Nations Development Programme
ICCPR	International Covenant on Civil and Political Rights	UNEG	United Nations Evaluation Group
IEU	Independent Evaluation Unit	UNESCO	United Nations Educational, Scientific and Cultural Organisation
ISS	Implementation Support Section	UNICEF	United Nations Children's Fund
JS	Justice Section	UNIS	United Nations Information Service
Logframe	Logical Framework	UNODC	United Nations Office on Drugs And Crime

Abbreviation	Full name	Abbreviation	Full name
MTE	Mid-Term Evaluation	UNTOC	United Nations Convention Against Transnational Organized Crime
NGO	Non-Governmental Organisation	WHO	World Health Organisation
NMR	Nelson Mandela Rules		

# MANAGEMENT RESPONSE

<i>Recommendation<sup>1</sup></i>	<i>Management Response (accepted/partially accepted/rejected)</i>
Some design adjustments and clarifications are needed immediately, not to change the structure of the Programme, but rather to refine aspects internal to the different outcome areas. ( <i>GLO/Z82 Programme management.</i> )	Accepted
Discussions with the current donor, and other potential donors, are needed to explore a potential extension of the Programme's funding and timeframe. ( <i>UNODC Senior Management and GLO/Z82 Programme management.</i> )	Accepted
Focus is required on development and implementation of sustainability strategies. While relevant across components, this is particularly true of the Global Judicial Integrity Network and E4J. ( <i>GLO/Z82 Programme management and component Team Leaders.</i> )	Accepted
Giving a specific focus to programme design, and ensuring an organisational focus on design processes, is an area where UNODC's senior management can provide leadership and direction, and can ensure the necessary time and resources are directed to ensuring effective programme/ project formulation processes. ( <i>UNODC Senior Management.</i> )	Partially accepted: While in principle a greater focus on programme design is desirable, the present funding model of UNODC imposes limitations on the practicability of such an enhanced focus on programme design.
The overall view of the evaluation is that consideration is needed by UNODC management of a realignment of lines of authority, within the overall management structure of the Programme. ( <i>UNODC Senior Management and GLO/Z82 Programme management.</i> )	Overtaken by latest developments: Changes to the management structure of the programme were implemented in January 2018. No additional changes are presently envisaged.
The addition of a dedicated education and learning expert to staff is needed to ensure relevance and quality of E4J content. The Programme would benefit from exploring options for partnering in the development of the tertiary modules with one or more academic institutes or learning organisations with expertise and a tested track record in developing and implementing online interventions for international target groups. ( <i>GLO/Z82 Programme Management and E4J Team Leader.</i> )	Partially accepted: The staffing structure of E4J cannot be changed without adding one more position to the programme, thus significantly increasing the staffing cost of the component to the detriment of activities. However, UNODC takes note of the recommendation and will endeavour to be guided by it if/when any of the present E4J positions become vacant. However, recruiting a person with such diverse skills might be difficult. Regarding the second part of the recommendation, UNODC will continue to expand its partnerships with academic institutions and learning organisations in the design and delivery of tertiary content.

<sup>1</sup> These recommendations are copied from the Summary Matrix of Findings and Recommendations.

However, the management response considers the full recommendations as provided in the respective chapter in the main body of the report.

Particular focus needs to be on ensuring the implementation of the social media strategy; overall tracking and analysis of impact of visibility/ communications strategies and ensuring the operation of all dedicated websites associated with the Programme. (GLO/Z82 Programme Management with the Visibility Team Leader.)

Accepted

As an intermediary step towards alignment with the aims of human rights and gender equality in programme documentation, *integration of these important aspects in the logframe is required.* (GLO/Z82 Programme Management, monitoring expert, Team Leaders, country offices.)

Partially accepted: Efforts will be made to mainstream human rights and gender equality more prominently into the logframe (see also Recommendation 1). Efforts will also be made to ensure that individual activities with a specific human rights and gender equality focus will be designed and implemented and to ensure that gender parity considerations are given full effect in decisions relating to staffing, selection of consultants and individual contractors, as well as invitees and speakers. However, all further aspects of the recommendation cannot be accepted as they would entail a complete and fundamental revision of the original programme outcomes, outputs and activities and require a completely new programming effort going well beyond the Doha Declaration as well as UNODC's mandate, capacity and comparative advantage.

Continuing to widen the engagement and role of UNODC field offices is recommended to be undertaken by Programme management and the wider organisation. (GLO/Z82 Programme Management, component Team Leaders, field offices.)

Accepted

It is recommended that Programme management give consideration to mobilising specialised technical expertise in design and production of resource and training materials. (GLO/Z82 Programme Management.)

Accepted



# EXECUTIVE SUMMARY

## *Introduction*

The aim of the Global Programme is to ensure the effective follow-up to and implementation of the Doha Declaration: towards the promotion of a culture of lawfulness'. The intent of the Programme is to provide support and technical assistance to Member States, upon their request, in specific areas covered by the Declaration. A funding agreement between UNODC and the Government of Qatar was signed in November 2015, with the Programme scheduled to last from 1 March 2016 through 31 December 2019. The Programme's budget is \$49,149,351.

The overall Programme Objective is the *effective implementation of the Doha Declaration*. The Programme has five outcome areas, each with links to specific aspects of the Declaration.

Outcome 1 is the *Implementation of international standards strengthened in judicial integrity and the prevention of corruption in the judiciary*. The focus of this outcome area is 'resilient, reliable and transparent institutions, and the development and application of international standards in judicial integrity and the prevention of corruption'.

Outcome 2 is *Prison administrations and other relevant stakeholders reinforce delivery of rehabilitation programmes for prisoners*. The focus is on 'holistic crime prevention and fair, humane and effective criminal justice systems: A second chance in life – fostering the rehabilitation and social integration of prisoners'.

Outcome 3 is *Youth crime is prevented through sports-based programmes*. The focus of this outcome area is a 'holistic crime prevention and fair, humane and effective criminal justice systems: Preventing youth crime through sports-based programmes'.

Outcome 4 is *Establishment of the E4J Initiative*. The focus of this outcome area is development, implementation and maintenance of the Education for Justice Initiative (E4J) for all levels of education.

Outcome 5 is *Increased awareness of the Doha Declaration*. The focus is somewhat different to the other four outcomes, as the intent is that there be *comprehensive media, communication, advocacy and branding strategies* for the implementation of all Programme activities.

## *Purpose, scope and methodology of the evaluation*

In compliance with UNODC evaluation rules and regulations, and the Programme document, the Global Programme is subject to mid-term and final independent evaluations. The findings and recommendations of the evaluation are mainly intended for the Programme team, to improve programme implementation, monitoring and reporting. The unit of analysis of the evaluation was the entire Global Programme, covering the period from 3 March 2016 through 1 December 2017.

The evaluation methodology conforms to UNODC Norms and Standards for Evaluation and specifically considered primary and secondary data sources. A qualitative approach was taken based on the evaluation team's understanding of the programme's design and activities, and the requirements of the ToR. The main data sources consisted of programme documentation and programme stakeholders, although external informants and documents were also accessed. 91 documents were reviewed for the evaluation. The documents analysed include a

range of reports (Programme, component, participant), products and tools, and externally produced documents. A total of 82 people were interviewed, several on more than one occasion, including the 8 designated Core Learning Partners (CLPs), and stakeholders in 28 countries. The 82 interviewees included 38 women and 44 men. Many interviews involved more than one evaluator, to facilitate note-taking and triangulation. The evaluation combined investigator triangulation with methodological triangulation, involving document review, interviews with multiple stakeholders, and observation where possible in meetings, interviews and other opportunities related to the Programme during the field mission to UNODC HQ in Vienna.

The team synthesised and analysed data collected during document review and primary research. This analysis was drawn together into a set of coherent findings in response to the evaluation questions, balancing the views of external and internal informants and documents, to maximize reliability. Based on these findings, the evaluation team formulated its conclusions, a set of key lessons learned and recommendations. This report is the product of this synthesis and formulation process.

### *Main Findings and Conclusions*

**Relevance** - In supporting the functioning and quality of aspects of the criminal justice system, and promoting diversions from criminal activity, the Programme is laying the foundation for security, which is now widely recognised as a precondition for sustainable development.

Since the inception of the Global Programme a total of more than 9,700 stakeholders, primarily judges, prison practitioners, academics, teachers, sports coaches, representatives of relevant NGOs and an increasing number of children and youth across more than 158 countries have been reached through the activities carried out under the programme. More than 4,000 stakeholders from 121 countries benefitted from a range of capacity-building activities, including conferences, workshops and training events. A further approximately 5,600 stakeholders from 125 countries were exposed to awareness raising through the participation of the Programme team in the events of other organisations.

**Judicial Integrity** – Implementation of the Judicial Integrity component builds on 20 years of work of UNODC in this area, which has facilitated building the foundation for the still nascent Global Judicial Integrity Network. The establishment of the Network has been prioritised, and is generating considerable interest, although its ongoing effectiveness and buy-in by key stakeholders is not yet assured. Other core outputs are advancing more slowly. At domestic level, training on judicial ethics will require widespread and deep dissemination and needs to be complemented by other measures aimed to enhance integrity in order to be fully effective. Thus, the link with technical assistance is vital, as a means of developing specific tools that tackle local level challenges.

**Prison Reform** - Prison administrations require support in the development of workable business plans, to ensure that the prisoner rehabilitation programme<sup>2</sup> concentrate on training and benefitting prisoners, rather than focusing on becoming an income source for prisons. UNODC is well placed for this role as a trusted partner of national governments and with national and regional officers on the ground. UNODC guidance material must be ‘user-

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<sup>2</sup> Prisoner rehabilitation in the context of the programme refers specifically to training, education and in-prison work placement opportunities. It does not extend to treatment for drug and alcohol use or mental health conditions

friendly’ in order to be genuinely of value, and in this context, it is important to focus on practical guidance rather than normative information. Despite working in some countries where civil society is still fragile, the Programme has made good progress in finding CSO partners and raising their capacity. Unexpected challenges to creating a ‘global brand of prison products’ have absorbed management time and could prove distracting from other activities.

**Youth Crime Prevention** - The combination of sports activities with life-skills is innovative in the crime/drug prevention field and demonstrates that component management is responsive to changes in context. Partnering with international sports organisations and local NGOs has been useful for getting a clearer understanding of sport as a vehicle for reaching out to vulnerable youths. Local knowledge and rigorous research methods are being used for identifying target groups and field locales. Efforts to raise awareness of the use of sports to deter crime are still in the early stages, and to date have primarily targeted counterparts such as government officials and teachers. Working with governments can produce multiplier effects via government-led sport initiatives and school-based programs, although this does not necessarily target marginalised youth without specific outreach activities. In this regard the programme’s partnership with NGOs that work with youth outside schools is crucial. The combination of sports with life-skills fills a gap in the suite of UNODC resources that can be adapted for use elsewhere.

**The E4J Initiative** - A range of activities are taking place and being developed in E4J, focused mainly on materials, curricula and games, across the three levels of education. Events, focus groups and *ad hoc* piloting with teachers and learners have contributed to this shaping and testing of E4J material and games, both digital and non-digital. It is not certain though that quality materials can be produced by the end of the Programme, which is subject to skills and capacity within current IT resources and their ability to implement defined games and resources for the E4J initiative. Further, with delays in implementing the E4J website, the intended digital space for uploading and sharing resources does not yet exist. The absence of specific technical, educational inputs impacts on the relevance and detail of E4J content. One aspect of this was the delay in finalising a contractual agreement with UNESCO on their contributions to the Programme, which include a number of key areas of focus. Another aspect is the absence of a dedicated education and learning expert on staff, to address specific technical areas. Finally, work with academic institutions or learning organisations in producing tertiary modules could help to widen the angle of content covered and support a clearer understanding of what makes them meaningful. Such affiliations could also help to ensure that programming develops according to standard principles and practices of education and learning, including learning assessment to determine quality.

**Visibility** - The basic frameworks of the communications approach are in place (the brand, strategies, tools and key personnel), and the strength of stories and sharing approaches are building over time as the programmatic results become more evident. Since early 2017, monthly website views and the Twitter account have begun to show increased reach (from less than 20,000 per month to almost 80,000 (website) and from 25,000 to more than 100,000 (Twitter). Since inception, more than 1.8 million people have been reached through Twitter, Facebook and LinkedIn on matters relating to the Global Programme, and approximately 450,000 people have visited the Global Programme’s website. More than 50 articles and other news stories were published by the Programme during the second half of 2017. However, the visibility strategy and approach are not yet at a stage where they are visibly supporting and reinforcing the overall achievement of the Programme’s outcomes in a significant way, and significant pressures remain on the visibility team to continue to build momentum, and to

consolidate recent gains. All communications tools, including any specific websites planned for Programme components, must be operational at the earliest possible moment.

**Design** - According to the findings of UNODC's Independent Evaluation Unit's recent meta-analysis, 'independent evaluators stress that the ability to manage for results critically depends on the development of a sound design'<sup>3</sup>. The Global Programme should have had a stronger focus on sound design, specifically at its initiation, although no resources were dedicated to programme development. The Programme would have benefited from a defined inception phase as well as a more elaborate and better-funded formulation process. The approach to preparation of the Programme is reflected in the quality of the logframe, which has not provided a strong framework for identification of anticipated results, nor a fully developed methodology to measure and report results over time, for Programme direction and improvements to implementation.

**Efficiency** – There are a number of areas in current management and coordination arrangements that can be improved in order to more efficiently contribute to timely and effective implementation of the Programme, and to facilitating the achievement of the objectives, outcomes and outputs. More systematic information sharing among components, and closer physical location of their respective teams, would promote greater synergies and cohesion.

**Sustainability** - Although some steps are being taken through component activities, and there are positive signs of nascent stakeholder ownership, overall the Programme has given a low priority to sustainability. A focus on sustainability planning is now critical, especially for the Judicial Integrity and E4J components, which are undertaking ambitious new directions. Ensuring that these initiatives leave behind something of continuing value will be a significant challenge.

**Human rights and gender equality** - The Programme sets out to support effective, fair, humane and accountable criminal justice systems and to promote the human rights and fundamental freedoms for all, in particular for those affected by crime, and those who may be in contact with the criminal justice system. The human rights framework is thoroughly referenced, and permeates through all components, but there are areas where a greater focus in implementation would respond more effectively to design intentions, and where greater emphasis on specific human rights outcomes in reporting would be of benefit. Despite positive efforts in some activities, a stronger, more holistic approach to implementation as guided by the framework, and incorporating gender equality, is required to align with the pronounced emphasis in Programme literature, with a more detailed and visible emphasis on the integration of human rights and gender equality frameworks, through Programme initiatives, with beneficiary agencies and target groups.

### *Key Recommendations*

Recommendations are provided in order of priority. Much more detail on the basis of the recommendations can be found both in the Summary Matrix of Findings, Evidence and Recommendations below and in the Recommendations section later in the report.

**Recommendation 1 Programme Design** - While it is understood that a major re-design would not benefit the Programme at this stage, given time limitations, some revisions are

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<sup>3</sup> UNODC Evaluation Meta-Analysis 2015-2016 ([http://www.unodc.org/documents/evaluation/Meta-Analysis/UNODC\\_IEU\\_Evaluation\\_Meta-Analysis\\_2015-2016.pdf](http://www.unodc.org/documents/evaluation/Meta-Analysis/UNODC_IEU_Evaluation_Meta-Analysis_2015-2016.pdf)).

already being considered by component teams or informally taking place, and some improvements to logic could be of benefit to both implementation and reporting practices. Therefore, some design adjustments and clarifications are needed immediately, not to change the structure of the Programme, but rather to refine aspects internal to the different outcome areas. (*GLO/Z82 Programme management.*)

**Recommendation 2 Potential Extension** - Discussions with the current donor, and other potential donors, are needed to explore a potential extension of the Programme's funding and timeframe. Across all of the Programmes' components, but particularly in the areas of Judicial Integrity and E4J, status of implementation is such that there is no guarantee of on-going sustainability beyond the life of the Programme. It can already be seen that irrespective of the status of implementation at the end of the currently defined Programme period, these initiatives will require further assistance to ensure sustainability. (*UNODC Senior Management and GLO/Z82 Programme management.*)

**Recommendation 3 Sustainability Strategies** - Focus is required on development and implementation of sustainability strategies. While relevant across components, this is particularly true of the Global Judicial Integrity Network and E4J. (*GLO/Z82 Programme management and component Team Leaders.*)

**Recommendation 4 Design Processes** – The Programme would have specifically, and fundamentally, benefited from a defined inception phase and formulation process. Further, giving a specific focus to programme design, and ensuring an organisational focus on design processes, is an area where UNODC's senior management can provide leadership and direction, and can ensure the necessary time and resources are directed to ensuring effective programme/ project formulation processes. (*UNODC Senior Management.*)

**Recommendation 5 Management and Coordination** - The overall view of the evaluation is that consideration is needed by UNODC management of a realignment of lines of authority, within the overall management structure of the Programme. (*UNODC Senior Management and GLO/Z82 Programme management.*)

**Recommendation 6 Specialist Education Staffing** - The addition of a dedicated education and learning expert to staff, ideally with knowledge and experience in creating digital and non-digital materials for developing contexts and with links to South-South networks, will strengthen the relevance and quality of E4J content. The Programme would benefit from exploring options for partnering in the development of the tertiary modules with one or more academic institutes or learning organisations with expertise and a tested track record in developing and implementing online interventions for international target groups. Such an approach would widen the scope of learning content and approaches and help to harmonise the modules into one broader programme. (*GLO/Z82 Programme Management and E4J Team Leader.*)

**Recommendation 7 Visibility** - It is critical to ensure there are sufficient, and sufficiently skilled and experienced staff working in this area, and that overall staffing levels are sufficient to guide the strategies and overall Programme visibility activities. Particular focus needs to be on ensuring the implementation of the social media strategy; overall tracking and analysis of impact of visibility/ communications strategies and ensuring the operation of all dedicated websites associated with the Programme. Engagement of a public relations firm, both for implementation actions and to oversee tracking and analysis, should also be considered. (*GLO/Z82 Programme Management with the Visibility Team Leader.*)

**Recommendation 8 Human Rights and Gender** - As an intermediary step towards alignment with the aims of human rights and gender equality in programme documentation,

*integration of these important aspects in the logframe is required, specifically where these impact on Programme activities with beneficiaries and target groups. This will stimulate integration in component plans and activities, particularly with regular updating of the logframe and its more regular use by staff, and will help ensure activities and materials prioritise groups in regions and countries with the highest need. (GLO/Z82 Programme Management, monitoring expert, Team Leaders, country offices.)*

**Recommendation 9 Field Office Engagement** - Continuing to widen the engagement and role of UNODC field offices is recommended to be undertaken by Programme management and the wider organisation. Some country and regional offices have demonstrated capacity for involvement in the Programme and are uniquely positioned to support beneficiaries/ participants from demonstration to adoption to integration. This will provide strong impetus to efforts to ‘go local’, based on strategic targeting, and the specific contextual adjustments the Programme needs to build these processes into its implementation approaches. Further, field offices can play a stronger role in promoting and participating in South-South exchanges, facilitating cooperation between countries that are addressing similar target groups, particularly the most vulnerable according to a human rights and gender lens. (GLO/Z82 Programme Management, component Team Leaders, field offices.)

**Recommendation 10 Resource Materials** - It is recommended that Programme management give consideration to mobilising specialised technical expertise in design and production of resource and training materials. As there is a need for both printed material and online resources, it may be that different types of expertise are required. ‘User-friendliness’ of materials is a phrase that appeared in field enquiry on a number of occasions, related to an overemphasis on normative material, as well as to the need to address the priorities and needs of specific target groups in very specific ways. (GLO/Z82 Programme Management.)

### *Lessons Learned*

There are no efficiencies to be gained by postponing design processes, and programme effectiveness is not assisted by hastened formulation processes. The absence, at inception, of the full range of formulation processes – research and needs assessment, stakeholder and partner negotiations, systematic engagement with field offices, design developmental processes and programme logic formulation has hampered the implementation of the Programme to some degree. As major programming directions were decided without these processes as a foundation, there is a risk that certain elements of the Programme will not, ultimately, prove sustainable beyond the timeframe of the current funding. It is incumbent on UNODC as an organisation to ensure appropriate resourcing is provided for detailed design of projects and programmes, at the inception/ formulation stage.

The UNODC has limited experience with implementation on education and learning, with previous and ongoing work focused on highly technical and specialized areas of its mandates aimed primarily at adults. As implementation continues and expands, more dedicated experts in education and learning as a discipline in social science, with special emphasis on fundamental concepts underpinning the mandates and developing contexts, should be involved in design and coordination of implementation by UNODC. It is through engagement with these concepts, and by reflecting on personal experiences of justice and injustice, that learners may come to understand why the mandates are important and technical education worth pursuing.

UNODC is well positioned to leverage its close relationships, and existing trust of law enforcement and government agencies, to conduct high level, normative work that effects structural changes, and fulfils a core feature of the mandate.

# SUMMARY MATRIX OF FINDINGS, EVIDENCE AND RECOMMENDATIONS

Findings <sup>4</sup>	Evidence (sources that substantiate findings)	Recommendations <sup>5</sup>
The Programme would have benefited from a defined inception phase and formulation process. While it is understood that a major re-design would not benefit the Programme at this stage, given time limitations, some revisions are already being considered by component teams or informally taking place, and some improvements to logic could be of real benefit to both implementation and reporting practices.	Programme Documents Progress reports Other documents Programme Staff Other stakeholders	Some design adjustments and clarifications are needed immediately, not to change the structure of the Programme, but rather to refine aspects internal to the different outcome areas. <i>(GLO/Z82 Programme management.)</i>
There are two particular reasons for looking into further funding possibilities, and for developing an approach for a longer-term funding framework, although both are linked to sustainability of effort and outcome. Across all of the Programmes' components, but particularly in the areas of Judicial Integrity and E4J, status of implementation is such that there is no guarantee of on-going sustainability beyond the life of the Programme.	Progress reports Programme Staff Other stakeholders	Discussions with the current donor, and other potential donors, are needed to explore a potential extension of the Programme's funding and timeframe. <i>(UNODC Senior Management and GLO/Z82 Programme management.)</i>
Although some steps are being taken through component activities, and there are positive signs of nascent stakeholder ownership, overall the Programme has given a low priority to sustainability.	Other documents Programme Staff Other stakeholders	Focus is required on development and implementation of sustainability strategies. While relevant across components, this is particularly true of the Global Judicial Integrity Network and E4J. <i>(GLO/Z82 Programme management and component Team Leaders.)</i>
The report makes a number of references to and findings/ conclusions about design processes, and particularly 'front-end processes' including formulation and design inputs and processes. The Programme would have specifically, and fundamentally, benefited from a defined inception phase and formulation process.	Programme Documents Progress reports Other documents Programme Staff Other stakeholders	Giving a specific focus to programme design, and ensuring an organisational focus on design processes, is an area where UNODC's senior management can provide leadership and direction, and can ensure the necessary time and resources are directed to ensuring effective programme/ project formulation processes. <i>(UNODC Senior Management.)</i>

<sup>4</sup> A finding uses evidence from data collection to allow for a factual statement.

<sup>5</sup> Recommendations are proposals aimed at enhancing the effectiveness, quality, or efficiency of a project/programme; at redesigning the objectives; and/or at the reallocation of resources. For accuracy and credibility, recommendations should be the logical implications of the findings and conclusions.



<b>Findings<sup>4</sup></b>	<b>Evidence (sources that substantiate findings)</b>	<b>Recommendations<sup>5</sup></b>
According to information received by the Evaluation Team, decisions were taken by UNODC management in late December 2017 that changed the reporting structure for the Programme. Previous management and coordination arrangements could have contributed better to timely and effective implementation of the Programme and the achievement of the objective, outcomes and outputs.	Progress reports Other documents Programme Staff	The overall view of the evaluation is that consideration is needed by UNODC management of a realignment of lines of authority, within the overall management structure of the Programme. <i>(UNODC Senior Management and GLO/Z82 Programme management.)</i>
The Programme would benefit from exploring options for partnering in the development of the tertiary modules with an academic institute or learning organisation, with expertise and a tested track record in developing and implementing online interventions for international target groups. Such an approach would widen the scope of learning content and approaches, and help to harmonise the modules into one broader programme.	Programme Documents Progress reports Other documents Programme Staff Other stakeholders	The addition of a dedicated education and learning expert to staff is needed to ensure relevance and quality of E4J content. The Programme would benefit from exploring options for partnering in the development of the tertiary modules with one or more academic institutes or learning organisations with expertise and a tested track record in developing and implementing online interventions for international target groups. <i>(GLO/Z82 Programme Management and E4J Team Leader.)</i>
There are significant pressures on the visibility team to continue to build momentum, and to consolidate recent gains. It is critical to ensure there are sufficient, and sufficiently skilled and experienced staff working in this area, and that overall staffing levels are sufficient to guide the strategies and overall Programme visibility activities.	Other documents Programme Staff Other stakeholders	Particular focus needs to be on ensuring the implementation of the social media strategy; overall tracking and analysis of impact of visibility/ communications strategies and ensuring the operation of all dedicated websites associated with the Programme. <i>(GLO/Z82 Programme Management with the Visibility Team Leader.)</i>
There are areas where a greater expressed focus in implementation would respond more effectively to design intentions, and where greater emphasis on discussion of specific human rights outcomes in reporting would be of benefit to the Programme, and to an understanding of its focus and results in this area.	Other documents Programme Staff Other stakeholders	As an intermediary step towards alignment with the aims of human rights and gender equality in programme documentation, <i>integration of these important aspects in the logframe is required</i> , specifically where these impact on Programme activities with beneficiaries and target groups. <i>(GLO/Z82 Programme Management, monitoring expert, Team Leaders, country offices.)</i>
Some country and regional offices have demonstrated capacity for involvement in the Programme and are uniquely positioned to support beneficiaries/ participants from	Other documents Programme Staff Other stakeholders	Continuing to widen the engagement and role of UNODC field offices is recommended to be undertaken by Programme management and the wider organisation. <i>(GLO/Z82 Programme</i>

<b>Findings<sup>4</sup></b>	<b>Evidence (sources that substantiate findings)</b>	<b>Recommendations<sup>5</sup></b>
demonstration to adoption to integration.		<i>Management, component Team Leaders, field offices.)</i>
'User-friendliness' of materials is a phrase that appeared in field enquiry on a number of occasions, related to an overemphasis on normative material, as well as to the need to address the priorities and needs of specific target groups in very specific ways. Training materials and online resources must maintain a high level of relevance for target groups, and be developed with a clear focus on usability and accessibility.	Other documents Programme Staff Other stakeholders	It is recommended that Programme management give consideration to mobilising specialised technical expertise in design and production of resource and training materials. <i>(GLO/Z82 Programme Management.)</i>

# I. INTRODUCTION

## Background and context

According to Programme documentation, the aim of the Global Programme is to ensure the effective follow-up to and implementation of the Doha Declaration, which was adopted at the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice, held in Doha, Qatar from 12 to 19 April 2015 and by the General Assembly of the United Nations, in its resolution 70/174 of 17 December 2015. Further, documentation indicates the intent of the Programme is to provide support and technical assistance, to Member States, upon their request, in specific areas covered by the Declaration. A funding agreement between UNODC and the Government of Qatar was signed in November 2015, paving the way for the Programme to be delivered, and subsequently to be reported on at the Fourteenth United Nations Congress on Crime Prevention and Criminal Justice in 2020 in Japan. Further discussion about the Programme, in the context of the Declaration, is found in the Relevance section.

### *The Global Programme Concept and Design*

#### Programme Objective

Programme documentation defines the overall Programme Objective as the *effective implementation of the Doha Declaration*. The Programme has five outcome areas, each with links to specific aspects of the Doha Declaration. However, as explained below, the focus and intended outcomes of the Programme do not address every aspect of the Declaration – in this sense, the overall objective might better read ‘*contribution to the effective implementation of the Doha Declaration*’.

The Programme’s logical framework (logframe) is presented in the Programme Document. It is also found at Annex X – Global Programme Logical Framework.

#### Outcome 1

Outcome 1 is the *Implementation of international standards strengthened in judicial integrity and the prevention of corruption in the judiciary*. The focus of this outcome area is ‘resilient, reliable and transparent institutions, and the development and application of international standards in judicial integrity and the prevention of corruption’<sup>6</sup>. Within this framework, the Programme plans to:

- (i) establish a Global Judicial Integrity Network, to increase the exchange of best practices and experiences.
- (ii) develop and strengthen global guidance and technical tools and materials on judicial integrity and anti-corruption.

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<sup>6</sup> February 2016. Programme Document. Global Programme for the Implementation of the Doha Declaration: towards the promotion of a culture of lawfulness.

- (iii) provide technical assistance to support judiciaries in the development and implementation of strategies, measures and systems to strengthen integrity and accountability in the justice system.
- (iv) strengthen the detection and prevention of corruption in the judiciary, through regional and country-based training and other technical expert support to judges (and prosecutors as appropriate and necessary).

## Outcome 2

Outcome 2 is *Prison administrations and other relevant stakeholders reinforce delivery of rehabilitation programmes for prisoners*. The focus is on ‘holistic crime prevention and fair, humane and effective criminal justice systems: A second chance in life – fostering the rehabilitation and social integration of prisoners’.<sup>7</sup> Under this outcome, the Programme plans to:

- (i) develop technical guidance on prison-based programmes and post-release support, together with related management practices, in line with international standards.
- (ii) assist selected Member States to carry out a variety of constructive activities in prisons, including the initiation and/or enhancement of education, vocational training and work programmes.
- (iii) explore the feasibility of supporting the initiation of a global brand of prison products.

## Outcome 3

Outcome 3 is *Youth crime is prevented through sports-based programmes*. The focus of this outcome area is a ‘holistic crime prevention and fair, humane and effective criminal justice systems: Preventing youth crime through sports-based programmes’.<sup>8</sup> Within this framework, the Programme plans to:

- (i) use sports to provide positive experiences and support healthy development in young people, through the development and/or upgrade of Youth Centres in selected communities.
- (ii) raise awareness of the benefits of using sport to keep youth from crime and violence, including through:
  - Produce a handbook on the role of sports as a tool for crime prevention to guide future programmes and policies in this area

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<sup>7</sup> February 2016. Programme Document. Global Programme for the Implementation of the Doha Declaration: towards the promotion of a culture of lawfulness.

<sup>8</sup> February 2016. Programme Document. Global Programme for the Implementation of the Doha Declaration: towards the promotion of a culture of lawfulness.

- Conduct national and regional inter-cultural youth-oriented sports initiatives / youth camps

#### Outcome 4

Outcome 4 is *Establishment of the E4J Initiative*. The focus of this outcome area is development, implementation and maintenance of the Education for Justice Initiative (E4J) for all levels of education. Within this outcome, the Programme plans to:

- (i) develop and disseminate educational materials, tools and activities, for primary, secondary and tertiary level courses, that seek to prevent crime and promote a culture of lawfulness.
- (ii) increase outreach/publicity/awareness related to the E4J Initiative.
- (iii) strengthen the capacity of academic institutions and other relevant stakeholders to deliver ethics courses.

#### Outcome 5

Programme documentation defines Outcome 5 as *Increased awareness of the Doha Declaration*. The focus is somewhat different to the other four outcomes, as the intent is that there be *comprehensive media, communication, advocacy and branding strategies* for the implementation of all Programme activities. Further, it is intended that there will be broad communication of the work undertaken and impact achieved by the Global Programme. More generally, promotion of a culture of lawfulness will be undertaken under this outcome area.

#### Target groups

The main target group of the Programme is Member States of the United Nations, and in particular, States Parties and Signatories to the United Nations Convention against Corruption (UNCAC), United Nations Convention against Transnational Organized Crime (UNTOC) and its Protocols, as well as the Universal Legal Instruments against Terrorism. Specific institutions and target groups within Member States were defined in the Programme Document as:

- (i) **Outcome 1:** Judges, prosecutors, courts staff as well as relevant associations, NGOs and think tanks actively engaged in the strengthening of judicial integrity and the prevention of corruption in the justice sector.
- (ii) **Outcome 2:** Prison administrations, prison staff, relevant ministries as well as prisoners and their families and NGOs and community networks engaged in supporting prisoners' social reintegration.
- (iii) **Outcome 3:** Youth centres and schools, relevant NGOs and sports associations, sports coaches and youth as well as policy makers in relevant ministries.
- (iv) **Outcome 4:** Primary and secondary schools, universities and other tertiary educational institutions, teachers, professors and students, ministries of education as well as relevant NGOs and think tanks.

## Budget

The Global Programme's budget of \$49,149,351 is broken down in the following chart.

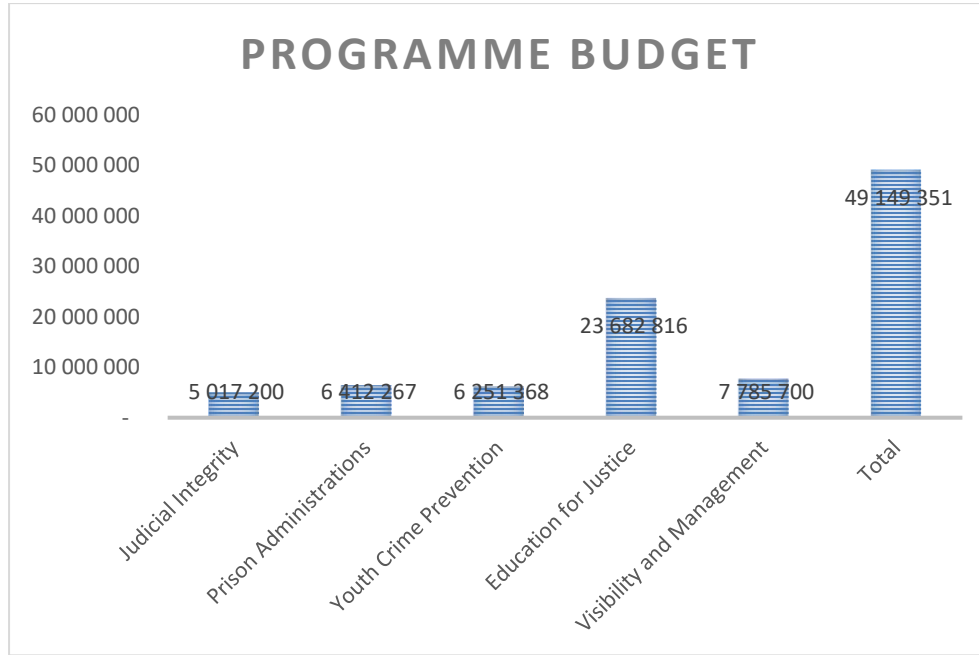


Figure I. Programme Budget

## Implementation Rates

As of December 2017, the implementation rate for the Programme was as follows:<sup>9</sup>

Outcome Area	Implementation Rate Against First Tranche	Implementation Rate Against First And Second Tranches
Judicial Integrity	100%	45%
Prison Reform	88%	35%
Youth Crime Prevention	100%	63%
E4J Initiative	65%	28%
Management, communication, coordination, oversight	100%	51%
Total	88%	38%

*Table of countries in which the Global Programme has focused activities.*

Outcome Area	Country-specific Focus
Judicial Integrity	Vietnam Myanmar Marshall Islands Jamaica

<sup>9</sup> UNODC GLOZ82 – Interim financial data provided by Programme Management – current to November 2017.

Prison Reform	Bolivia, Colombia, Indonesia Kyrgyzstan Tajikistan Tunisia Zambia
Youth Crime Prevention	Brazil Kyrgyzstan South Africa Tajikistan
E4J	Mexico Bolivia El Salvador Guatemala Indonesia Afghanistan Nigeria Mauritius

Figure 2 - Table of the countries in which the Global Programme has focused activities.<sup>10</sup>

### *Purpose, objective and scope of the evaluation*

In compliance with UNODC evaluation rules and regulations, the Global Programme is subject to mid-term and final independent evaluations. In line with the Prodoc, an early mid-term evaluation was scheduled within the first 18 months of implementation. Per the Evaluation Terms of Reference (ToR), the evaluation has undertaken its analysis within the criteria of the Development Assistance Committee (DAC)<sup>11</sup>: relevance, efficiency, effectiveness, impact and sustainability. Further criteria related to partnerships and cooperation and human rights are included, as is a requirement to assess how gender aspects have been mainstreamed into the Programme. The evaluation also identifies lessons learned and best practice and derives recommendations.

Per its Terms of Reference, the evaluation is intended to inform future development and implementation of the Programme, with a focus on:

- (i) Programme design.
- (ii) The appropriateness of indicators and targets in the logical framework.
- (iii) Reporting measures and tools developed by the programme team to monitor progress in implementation and impact.
- (iv) The coordination and implementation arrangements established by the programme team.

<sup>10</sup> Note: This listing only includes countries where specifically targeted activities of the Programme have taken place, as an illustration of geographic scope to date. However, many key Programme activities are aimed at benefiting a global audience that includes other target geographies. Further, there are specifically planned events and activities that are not included here, as they had not taken place yet at the time of data collection.

<sup>11</sup> <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

(v) Initial achievement of results.

As stipulated in the ToR, the evaluation has assessed whether activities are likely to achieve the outcomes and outputs described in the Prodoc, and if they will support the effective implementation of relevant aspects of the Doha Declaration. The evaluation has a focus on metrics – particularly on the measurability of results. This includes analysis of indicators, and consideration of whether these indicators are appropriate to their task of measuring achievement of stated outputs and outcomes, and verifiable.

Finally, the visibility and outreach component of the Programme has been assessed, in terms of its strategy, approaches and developed materials, and their use to promote the Programme and its components, as well as the Doha Declaration.

### *Users of the Evaluation*

The findings and recommendations of the evaluation are intended for the Programme team, to improve programme implementation, monitoring and reporting. The findings and recommendations will also be used by the Follow-up Committee, composed of senior representatives of the donor and UNODC, to assess progress in Programme implementation and guide the Programme team in making necessary adjustments.

### **Scope of the Evaluation**

Unit of analysis (full project/programme/ parts of the project/programme; etc.)	The entire Global Programme
Time period of the project/programme covered by the evaluation	03/01/2016 – end of field mission (01/12/2017)

### *Composition of the evaluation team*

The evaluation team comprised four experts:

- James A. Newkirk – Jim is a results-based management and evaluation specialist, with over 40 years of experience in development assistance and 10 years as an independent evaluation consultant.
- Ashley Stepanek Lockhart – Ashley is a social researcher and evaluator of international education and learning interventions in development contexts, in overlapping areas of GCED, ESD, transformative learning, adult education and lifelong learning.
- Dr. Axel Klein - Axel has been working on drug control and criminal justice sector reform for 25 years, with field work experience in Africa, Latin America and Asia, and an extensive record of publications and programme evaluations.
- Melanie Reimer - Melanie is a lawyer and experienced development practitioner with 20 years of international experience, including management of rule of law and civil society programming and at least 20 evaluations.



## Evaluation methodology

The evaluation methodology conforms to UNODC Norms and Standards for Evaluation<sup>12</sup> and specifically considered primary and secondary data sources. A qualitative approach was taken based on the evaluation team’s understanding of the programme’s design and activities, and the requirements of the ToR, and involved the Programme team in developing evaluation questions, defining literature to be reviewed, and determining which internal and external stakeholders would be interviewed. In this sense, data collection was participatory and directly related back to identified needs and potential risks to the Programme. Working with Programme management and component team leaders and other staff contributed to evaluation design and execution.

### *Data Sources*

The main data sources consisted of programme documentation and programme stakeholders, although external informants and documents were also accessed by the evaluation team. An original list of programme documents and stakeholders, including Core Learning Partners (CLPs), was provided in the evaluation ToR. Upon review of the literature provided during the inception phase, an additional list of stakeholders was included in the inception report, including technical experts involved in a consultative role, such as in the design of materials, and staff from other UN Agencies with a mandate for work in the relevant thematic areas. Processes and logistics for contacting the extended list of stakeholders were discussed with Programme staff in the lead-up to and during primary data collection. These discussions included direct comment from Programme and all component management/ leadership, as well as consultants working on the Programme, on proposed additions to interview lists, incorporating both individuals and organisations whose feedback would be of value to evaluation enquiry and analysis.

A balance of males and females was intended with informants and supported by the gender balance of the evaluation team. Other disaggregating variables were sought, such as location and ethnicity, although the selection of informants was largely determined by who was considered most knowledgeable of Programme activities and accessible during data collection (e.g. responsive to and available for interviews). To be more inclusive about who was to be interviewed and how, primary data collection began two weeks prior to the mission to UNODC HQ in Vienna and ran two weeks after completion of the Vienna mission.

### *Data Collection*

#### Desk review

A list of the 91 documents reviewed for the evaluation is found at *Annex III – Documents list*. The document list started with documents provided by Programme management, per the evaluation ToR, and was built up through a series of requests over the duration of the evaluation period. Documents were shared by Programme staff *ad hoc*, and when requested during and after primary data collection, subject to what documents existed, or were being developed, at the time.

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<sup>12</sup> <http://www.unodc.org/unodc/en/evaluation/evaluation.html>

The documents analysed include a range of reports (Programme, component, participant), products and tools, as well as externally produced documents.

### Stakeholder interviews

From mid-November, the team were at UNODC HQ holding face-to-face interviews with the Programme team and other staff.<sup>13</sup> Stakeholders outside of Vienna were contacted by Skype and phone to ensure representation by informant type and location, and a balance across components and activity areas. A total of 82 people were interviewed, several on more than one occasion, including the 8 designated Core Learning Partners (CLPs), and stakeholders in 28 countries.<sup>14</sup> The 82 interviewees included 38 women and 44 men, and comprised representatives of UNODC staff/ consultants, government counterparts, the donor, civil society organisations and staff of other UN Agencies. The breakdown per group, disaggregated by sex to assist with gender analysis, is found in the table below.

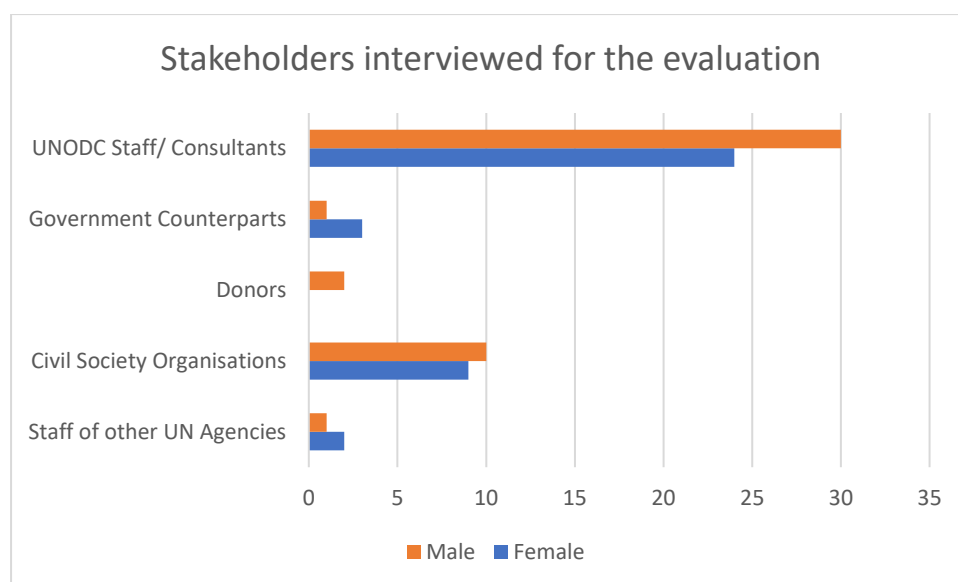


Figure III. Stakeholders interviewed for the evaluation.

Many interviews involved more than one evaluator, to facilitate note-taking and triangulation. Interview guides followed the framework of the evaluation questions and were tailored to each informant, all of whom were assured of confidentiality. Email was used where oral interviews were not feasible, and/or for follow-up questions.

### Triangulation

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<sup>13</sup> See Annex V – Evaluation Matrix

<sup>14</sup> A breakdown of interviewees by category and gender is found at *Annex IV – List of persons contacted during the evaluation*. Countries included Austria, Bolivia, Brazil, Canada, Chile, Ecuador, England, Fiji, France, Jamaica, Mexico, Micronesia, Mozambique, Myanmar, Kyrgyzstan, Portugal, Qatar, Saudi Arabia, Solomon Islands, South Africa, Spain, Sri Lanka, Switzerland, Thailand, Vietnam, USA, Uzbekistan, and Zambia.

The evaluation combined investigator triangulation with methodological triangulation, involving document review, interviews with multiple stakeholders, and observation where possible in meetings, interviews and other opportunities related to the Programme during the field mission to UNODC HQ in Vienna.

### *Analysis and reporting*

The team synthesised and analysed data collected during document review and primary research. This analysis was drawn together into a set of coherent findings in response to the evaluation questions, balancing the views of external and internal informants and documents, to maximize reliability. Based on these findings, the evaluation team formulated its conclusions, a set of key lessons learned and recommendations. This report is the product of this synthesis and formulation process.

### Evaluation Matrix

The evaluation team has analysed each evaluation question in the narrative of the report below, as well as in an evaluation matrix which defines questions, analysis and sources of data/verification. The evaluation matrix is found at Annex V – Evaluation Matrix.

### Limitations to the evaluation

As clearly stated in the ToR, the evaluation is taking place early in the implementation cycle, and some activity areas are still in preliminary or preparatory stages; evaluation of actual outcomes and progress towards the objective are constrained by this factor.

Due to this relatively limited extent of implementation, the evaluation ToR focused enquiry on Programme staff in Vienna. Some discussions were held about a potential field visit to look in more detail at Programme activities in Brazil, specifically the Line Up Live Up initiative, but it was determined by Programme management, with input from the component team leader and staff, that this mission would be slightly premature and difficult to arrange as it would coincide with a large south-south cooperation event (study visit). Ultimately, as a result of both evaluation framing (ToR) and subsequent discussions, no field missions were undertaken beyond UNODC headquarters, and only a moderate number of Programme beneficiaries could be consulted. The team mitigated this by contacting external partners, members of expert groups and UNODC field staff, to gain a wider range of perspectives, and by maintaining a focus on design issues in accordance with the ToR. None of the components has reached a level of maturity to allow profound insight into effectiveness, impact or sustainability of the Programme.

The inclusion of beneficiaries and other target groups in the evaluation process was similarly constrained in terms of quantitative approaches (e.g. surveys). The ToR defined this framework, which was confirmed during the inception phase. Surveys would only have provided generalised views of activities that would not have added value to the evaluation's detailed enquiry. Some survey work has been done within the Programme, and available data was used by the evaluation team in its analytical processes.

Indicators, baselines and targets in the current logframe are not well-enough defined to a) assist Programme management in monitoring against plans nor b) assist evaluation processes in assessing outcomes. Given the early status of implementation, there was not a significant impact on the current evaluation, but detailed refinements will be needed in this area for effective analysis of results against plans in the final evaluation.

## II. EVALUATION FINDINGS

### Design

Per the approved Inception Report, the agreed evaluation questions for Design are as follows – they have each been addressed in the narrative below:

- To what extent are the objectives of the programme clear, and commonly understood by stakeholders?
- To what extent and how were challenges taken into account when preparing the Global Programme?
- To what extent has the Global Programme been conceived in a realistic/ feasible way? What is not feasible about the program?
- What scoping activities and research were undertaken to develop fundamental concepts that the programme and pillars operate from? How has this informed the design of the programme?

Further commentary on Programme design is found in the Efficiency section.

External informants showed a limited understanding of the overall objectives and plans of the Programme, although a more detailed understanding of the components in which they were involved. CLPs had a more well-developed understanding of both specific components and the overall Programme design and activities.

Results of the desk analysis and feedback from interviews indicates that too little emphasis was placed on front-end processes when the Programme was designed (needs assessment, research and analysis, strategy formulation and detailed design of a logical, results-oriented framework). For example, there was no systematic assessment of existing curricula related to youth crime prevention in beneficiary countries, to identify gaps to address. Existing technical and administrative staff were assigned to drive the design process, with some support from SPIA (the Strategic Planning and Inter-Agency Affairs unit). Within this complex, approximately \$50 million programme, with a short time frame for implementation, the programme document anticipated ‘a developmental phase’, followed 18 months later by a process that would ‘include the definition of an explicit and stable theory of change against which the final evaluation will judge the worth of the programme.’<sup>15</sup> However, no design specialists were engaged to guide formulation from a technical or strategic perspective.

As a result, some design shortcomings emerged, discussed in interviews and visible in the document review. The Programme design could establish an even clearer link to the Doha Declaration, both in the background as well as in the formulation of the outcomes. A clear description is missing in each Outcome area, in terms of *specific relevance to the Declaration*, to ensure stakeholders and implementers are clear about the links between activities and outcomes, and to allow subsequent measure of the effectiveness of the Programme related to implementation of the Declaration.

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<sup>15</sup> GLOZ82 Programme Document, paragraph 162.

In parts, the logframe does not demonstrate a clear logical flow, and does not benefit from a fully elaborated theory of change to explain the links between different levels of results. Design also lacks clarity in both the narrative and logical framework components of the Prodoc, in defining specific targets and indicators related to the work of the Programme, and to the SDGs.

While the document review and findings from interviews indicate that the Programme was designed intentionally to ‘track the division of labour that existed before’, the limited UNODC profile in education prior to the Programme, together with the difficulties experienced in concluding the implementation partnership agreement with UNESCO (see discussions in the Efficiency section), has meant, according to evaluation research, that the E4J component has been impacted in content and extent of implementation.

## Relevance

Per the approved Inception Report, the evaluation questions for Relevance are as follows – they have all been addressed in the narrative below:

- To what extent are the outputs, outcomes and objectives of the Global Programme relevant to achievement of the Sustainable Development Goals?
- To what extent are the outputs, outcomes and objectives of the Global Programme relevant to the implementation of the Doha Declaration?
- To what extent are the outputs, outcomes and objectives of the Global Programme relevant to target groups as defined in the Prodoc?
- How is context considered in the formulation of activities?
- How do the programme and pillars respond to changes in context?

The Prodoc and logical framework elaborate where the Global Programme fits into UNODC strategic, thematic and country and regional programmes,<sup>16</sup> and contributes to UNODC’s strategic frameworks and Sub-programmes.<sup>17</sup> The Programme provides UNODC with the rare opportunity to directly support the implementation of a Declaration, subject to funding limitations. The activities that have been designed to follow from the Doha Declaration complement and enhance existing UNODC strategic, thematic and country and regional programmes, as elaborated in the Prodoc and logical framework. While the Programme aims to ‘significantly contribute to a framework that ensures appropriate implementation of the Doha Declaration and of the relevant SDGs,’ in particular: goals 4, 8, 11, 16 and 17 (described in detail in the Introduction, above), actual contribution in these areas will not be possible to assess until the final Programme evaluation.’ At these general, higher levels, the relevance of the Programme to strategic relationships and priorities is clear.

There are several references to the Programme in UN resolutions and reports, and since its inception the Global Programme has been able to enhance its policy influence through mentions

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<sup>16</sup> GLOZ82 Programme Document, paragraph 29 ‘activities under the Global Programme are carried out in synergy with and contribute to the implementation of a number of UNODC’s Thematic Programmes.

<sup>17</sup> GLOZ82 Programme Document, paragraph 28.

of the Programme and its components, as well as through the role of the State of Qatar as the donor in several Resolutions and in a number of official UN reports. Specifically:

- Resolution 35/25 of the Human Rights Council noted “with appreciation the capacity-building activities and specialized curricula developed”.
- Resolutions 7/5 and 7/6 of the Conference of the States Parties to the United Nations Convention against Corruption, made specific references to “the work under the Global Programme supported by Qatar”.
- Report of the UN Secretary-General A/72/125 at the General Assembly 72<sup>nd</sup> Session “the Assembly welcomed the initiative of the Government of Qatar to work with UNODC in ensuring appropriate follow-up to the implementation of the Doha Declaration.
- Report of the Executive Director of UNODC to Commission on Crime Prevention and Criminal Justice (26<sup>th</sup> session) CCPCJ highlighted the Global Programme for the Implementation of the Doha Declaration as a catalyst and a resource to help States in achieving the Sustainable Development Goals.

UN Member States are yet to widely confirm the Programme’s relevance by also making structural changes to policy direction or legislation, the integration and mainstreaming of programme components into standard government service provision, or through funding allocations. Having said that there are a number specific examples of uptake of Programme initiatives such as codes of conduct and prison rehabilitation programmes being adopted.

The Prodoc, including the logical framework, provides detailed discussion on how and where the Global Programme fits into strategic, thematic and country and regional programme frameworks for UNODC, and how this links to relevant Sustainable Development Goals (SDGs).

The specific aspects of the Doha Declaration which the Programme seeks to address are:

- (i) Outcome 1: Declaration Preamble, para 3, 4, 5, 8 and 11 contain a commitment by Member States to ensure that our criminal justice systems are effective, fair, humane and accountable, as well as impartial and inclusive.
- (ii) Outcomes 2: Declaration para 5j: To implement and enhance policies for prison inmates that focus on education, work, medical care, rehabilitation, social reintegration and the prevention of recidivism, and to consider the development and strengthening of policies to support the families of inmates, as well as to promote and encourage the use of alternatives to imprisonment, where appropriate, and to review or reform our restorative justice and other processes in support of successful reintegration.

Declaration para 10k: To implement and enhance policies for prison inmates that focus on education, work, medical care, rehabilitation, social reintegration and the prevention of recidivism, and to consider the development and strengthening of policies to support the families of inmates, as well as to promote and encourage the use of alternatives to imprisonment, where appropriate, and to review or reform our restorative justice and other processes in support of successful reintegration.

- (iii) Outcome 3: Declaration paragraph 10c: To promote a culture of lawfulness based on the protection of human rights and the rule of law while respecting cultural identity, with particular emphasis on children and youth, seeking the support of civil society and intensifying our prevention efforts and measures targeting and using the full potential of

families, schools, religious and cultural institutions, community organizations and the private sector in order to address the social and economic root causes of crime.

- (iv) Outcome 4: Declaration paragraph 7: We emphasize that education for all children and youth, including the eradication of illiteracy, is fundamental to the prevention of crime and corruption and to the promotion of a culture of lawfulness that supports the rule of law and human rights while respecting cultural identities. In this regard, we also stress the fundamental role of youth participation in crime prevention efforts. Therefore, we will endeavour: b) To integrate crime prevention, criminal justice and other rule-of-law aspects into our domestic educational systems.

The Global Programme contributes to the following performance indicators of the 2030 Agenda for Sustainable Development:

- (i) Goal 16 which aims to “Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels”.
- (ii) Target 4.7 that says “By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture’s contribution to sustainable development.
- (iii) Target 5.2 “Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation”
- (iv) Target 17.16 “Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries.”
- (v) Target 17.18 – “By 2020, enhance capacity-building support to developing countries, (...), to increase significantly the availability of high-quality, timely and reliable data”
- (vi) Target 17.19 “By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries.”

In terms of general relevance of the Programme activities to unmet needs, the response among participating institutions and target groups has varied across the components. Justice professionals interviewed welcomed a UN-hosted Global Justice Integrity Network as potentially credible, inclusive and adding value, subject to issues such as website accessibility, sustainability and training formats. Preliminary results of the Programme’s online survey on judicial integrity suggest that there are unmet needs for ‘training opportunities on ethics/anti-corruption’, which was confirmed via interviews. Interviewees expressed some concern that the content (integrity) was of lesser interest for senior judges with significant work pressures and less familiarity with online platforms - noting that online training would be more relevant to new/junior judges. It was emphasized that in-person and interactive training methods would be more effective with many judicial personnel. Programme staff and consultants indicated that work on both online and in-person training modules is well advanced.



Results from a Programme survey of prison administrations on existing work programmes, and interviews with prison administrations, established the relevance of vocational training for prisoner rehabilitation,<sup>18</sup> although alternative sentencing is more effective according to some informants. Field research confirmed the relevance of post-release support channelled through NGOs (Zambia, Indonesia), but feedback from the evaluation's field research cautioned against overloading guidance material (Roadmap, Handbook) with normative information, detracting from their practical use.

In recognition of the value of work for prisoner rehabilitation and combating stigma, the programme plans to create a 'Global Brand for Prison Products' and has conducted consultations and commissioned feasibility studies. While stakeholders welcome UNODC support for the marketing of prison products, significant obstacles are to be overcome before a global brand is designed, launched and operationalised, including adequate compliance and certification mechanisms, the relationship with existing national prison brands in some countries, and defining UNODC's exact role.

In many countries, drug/anti-social behaviour prevention programmes are not evidence-based and do not reach marginal youth who have dropped out of school or were never enrolled. Moreover, the potential of civil society to address risk factors of youth crime at community level using sport as a way to reach out to at-risk youth is underused. The introduction of an evidence-informed programme that combines life-skills with sports, to build resilience against antisocial and risky behaviour and is implemented in sports settings, is highly relevant, extending reach to population groups that are at at-risk, and filling gaps in the suite of available prevention programmes. A number of countries have expressed interest in participation, based on this relevance to their situations.

The Programme proceeds from shared principles<sup>19</sup> to address problems such as corruption in the criminal justice system, prison overcrowding, a lack of opportunity for marginalised youth and a lack of teaching materials, while remaining sensitive to the national, legal context. Owing to concerns over legislation prohibiting the 'promotion of homosexuality', trainers on the Line Up Live Up component are given discretion when discussing sexual diversity in the context of gender roles, respect for others and tolerance of difference.

In the absence of a needs assessment or recognised external reference point, the relevance of E4J leans on an interpretation of the Doha Declaration to teach 'shared values based on the importance of the rule of law and protection of human rights to promote a culture of lawfulness.'<sup>20</sup> Activities target diverse stakeholders, depending on formal school level, with a cross-cutting focus on teachers and academics from primary to tertiary, using mainly new curricula and digital and non-digital tools. EGMs, 'Hackathons' and *ad hoc* piloting and consultation help cycle in feedback and test materials under development. Materials have not been formulated with the full and systematic engagement of professional groups or dedicated experts and/or institutions in education and learning. The contract with UNESCO is intended to

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<sup>18</sup> GLOZ85 Global Prison Challenges Programme, Situation Analysis.

<sup>19</sup> Doha Declaration, Bangalore Principles, Nelson Mandela Rules, Rights of the Child.

<sup>20</sup> GLOZ82 Programme Document paragraph 94.

provide external technical support on E4J guidelines, and materials for primary and secondary levels, with an aim to further align with SDG4, particularly Target 4.7. Characters in one of the main tools, the Zorbs<sup>21</sup>, are considered universal and have not been contextualised, although story lines can be adapted to be culturally relevant.

## Efficiency

Per the approved Inception Report, the evaluation questions for Efficiency are as follows – they have all been addressed in the narrative below:

- Is there a monitoring and evaluation system, and related tools, for the programme?
- Are established indicators SMART?
- Do established indicators signal progress towards outputs and outcomes?
  - To what extent are the established indicators, baselines, targets and means of verification the most appropriate for determining whether the Global Programme achieves its objectives?
  - To what extent do the established indicators, baselines, targets and means of verification connect back to the Doha Declaration?
  - To what extent are the established indicators, baselines, targets and means of verification the most appropriate for determining whether the Global Programme achieves intended impact?
  - Is the monitoring system being used to improve the programme's progress? If so, how?
- To what extent are performance indicators monitored adequately?
- To what extent is the disaggregation of data by sex being used to contribute to effective monitoring and evaluation of gender mainstreaming and gender equality aspects of the Global Programme?
- To what extent is the disaggregation of data by location, income, ethnicity being used to contribute to effective monitoring and evaluation of human rights and participation of underrepresented groups?
- To what extent have the anticipated internal implementation and coordination arrangements been established?
- To what extent are these arrangements contributing to the timely and effective implementation of the programme?
- To what extent are these arrangements, in cooperation with other UNODC substantive units and UNODC field offices, contributing to programme outputs and outcomes?

### *Programme management – coordination and implementation arrangements*

The Evaluation ToR called for specific focus on 'the coordination and implementation arrangements established by the Programme team'. This area of enquiry was notable for the extent and variety of responses, which the team has analysed together with Programme

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<sup>21</sup> See the Effectiveness section for more detail on the Zorbs.

documentation, to extract a number of key findings. For the sake of brevity, supplementary information can be found in annexes to this report.

## Structures and roles

The Evaluation ToR explains that the Programme was set up as a ‘matrix management structure’<sup>22</sup> with various components falling under the responsibility of different managers. In fact, the Programme is delivered by individuals and teams from the Division of Policy Analysis and Public Affairs (DPA), the Division of Treaty Affairs (DTA) and the Division of Operations (DO). In this respect, the Programme is quite unusual within UNODC. Programme lines of reporting are complex, with formal, line management often being separated from the substantive management of a staff member. This structure is described in detail, including a diagram of key positions and relationships, in Annex VI.

In accordance with the Programme Document, a Senior Programme Officer (SPO) (P-5 level) was appointed to manage and monitor overall implementation in close collaboration with UNODC substantive offices at HQ as well as regional/field offices and other partners, as relevant. The SPO reports to the Chief of CEB and is supported by a small team to provide implementation assistance, programme management and administrative backstopping for the Programme. Located in the DTA, the SPO is not the line manager for any of the component teams, although from 1 January 2018 a decision was taken by UNODC management that staff working in the Judicial Integrity and E4J components will formally report to the SPO.

Beyond the broad outlines in the Programme Document, there is little formal documentation to explain the overall management structure, lines of reporting, and role of the Programme Management Unit (PMU). Other than the PMU, there is no overarching body (or individual) within UNODC with oversight of the entire Programme. However, an informal steering group was set up for Judicial Integrity and has contributed technical expertise to major decisions. No such structure exists for other components.

The ToR of the SPO contains a wide range of responsibilities, including both managerial/coordination tasks and more substantive activities, some closely resembling certain Team Leader responsibilities. This ToR does not mention that the role will vary by component, but in fact the SPO plays a strong substantive role in the Judicial Integrity component (based on a ‘management instruction’ agreed within ISS dating from early 2017, found in Annex VI), and has considerably more day-to-day involvement in E4J decision-making than in the Prisons and YCP components. Field work indicates that this heavy load of diverse responsibilities (also visible in the SPO’s ToR) is stretching the small PMU team to the limit.

A close examination of the ToRs of Team Leaders (see table below) shows that their responsibilities do not always accurately reflect the reality of their roles, and there are significant inconsistencies across these four positions, in some cases owing to the nature of the particular component, but at times without a clear rationale. Although all Team Leaders are P-4 level, there

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<sup>22</sup> Briefly stated, matrix management is the practice of managing individuals through the use of more than one reporting line. Additional information can be found at <https://www.thebalance.com/matrix-management-2276122>

are marked differences in language, especially related to managerial duties, such as human resources and team supervision, and budget management.

## Comparison of Key Excerpts from Team Leader ToRs

Note: Emphasis in italics has been added by the evaluation team.

Area of Responsibility	E4J Team Leader	Judicial Integrity Team Leader	Prisons Team Leader	Youth Crime Prevention Team Leader
Supervision and guidance of the Team Leader	The incumbent will work under the direct supervision of the Chief of the Section, <i>the guidance of the Senior Programme Officer</i> of the project and the overall guidance of the Chief of the Branch.	The incumbent will work under the direct supervision of the Chief of the Section, <i>the guidance of the Senior Programme Manager</i> and overall guidance of the Chief of the Branch.	The incumbent will work under the direct supervision of the Chief of the Justice Section.	The incumbent will work under the direct supervision of the Chief of the Justice Section.
Management, coordination and oversight duties	<i>Manage, implement and oversee</i> project activities as outlined in the project document... <i>Coordinate</i> the implementation of the ‘Education for Justice’ (E4J) component ... Carrying out <i>programmatic/administrative tasks</i> in line with the log frame of E4J for the achievement of expected outcomes...	Develop, implement and evaluate <i>assigned programmes and projects</i> ... <i>Coordinate</i> and provide expertise for policy development and training materials ...	Carry out programmatic/ administrative tasks as per the project log frame for the achievement of expected results based on performance indicators...	<i>Manage and provide substantive support</i> to activities on crime prevention and related areas under Pillar II ...with a view to ensuring high quality outputs and achieving the project outcomes <i>Oversees</i> project activities with a focus on those related to crime prevention and youth sports...
Budget, funding and expenditure duties	In cooperation with the Senior Programme Officer, <i>coordinate activities related to budget and funding; supervise expenditures</i> and utilization of funds related to E4J.	<i>No mention</i> of finances, budgets, or expenditures.	Coordinate activities related to budget and funding; supervise project expenditures and utilization of funds related to the project	Monitor expenditures and utilization of funds related to the Programme
Duties related to human resource management and staff supervision	<i>Contribute to managing human resources</i> allocated to E4J by guiding the work of the E4J team.	<i>No mention</i> of human resources.	<i>No mention</i> of human resources.	<i>Supervise project staff</i> in HQ and the field offices, mentor and guide staff in their work ...
Technical duties related to substantive area of each component	Provide specialized substantive expertise in the area of education in the field of crime prevention and criminal justice...	Coordinate and provide expertise for policy development and training materials... Develop targeted anti-corruption training...	Providing... specialized expertise in the area of crime prevention, criminal justice, justice sector reform – with a specific focus on prison and penal reform.	... provide substantive support to activities on crime prevention and related areas under Pillar II... Provide substantive and coordination support to other

<b>Area of Responsibility</b>	<b>E4J Team Leader</b>	<b>Judicial Integrity Team Leader</b>	<b>Prisons Team Leader</b>	<b>Youth Crime Prevention Team Leader</b>
	<p>Monitor and review best practices, methodologies and programmes in the area of education...</p> <p>Coordinate with relevant substantive sections of UNODC to ensure proper substantive expertise...</p>	<p>Provide substantive backstopping to consultative and other meetings...</p>	<p>Developing and conducting training sessions...</p> <p>Providing advice to selected Member States to develop and implement CPCJ policies and strategies...</p>	<p>crime prevention and criminal justice reform activities...</p> <p>undertake needs assessment and technical assistance missions...</p> <p>Review and appraise best practices and programmes with regard to Member States efforts to prevent crime... Provides technical expertise and guidance to relevant Member States' authorities on crime prevention</p>

*Table 1- Comparison of Key Excerpts from Team Leader ToRs.*

The mentioned complexities of structure and task allocation have reportedly not presented difficulties for the Prisons and Youth Crime Prevention components. Informants pointed out that these were building on pre-existing activity areas and teams, and thus the management, implementation and coordination arrangements have been relatively straightforward.

With respect to E4J, the evaluation team found that the lines of reporting and shared managerial responsibilities have not always been conducive to conceptualisation of the component, nor to a clear, efficient implementation and monitoring of activities. Interviewees attributed some delays in E4J decision-making to this situation, mentioning that oversight could have been stronger. Another factor highlighted in interviews, and corroborated in the document review, was the need for additional expertise in education and learning within the E4J staff complement, to ensure effective implementation of this significant component. This was particularly noted given UNODC’s limited experience in this complex area of work.

The Judicial Integrity area also demonstrates the complexity of shared managerial responsibilities, due to the active role of the SPO in substantive delivery of the component, based on the management instruction. Until 1 January 2018, the Judicial Integrity Team Leader reported directly to the Chief of ISS, along with other members of the Judicial Integrity team, notwithstanding that the SPO has been the primary decision-maker on programmatic issues and participates actively in outreach activities. According to inputs during evaluation enquiry processes, the complex structural arrangements and reporting lines have been a factor in programmatic delays.

## Coordination

The PMU organises biweekly team meetings, which are the primary means for supporting coordination among component teams, including visibility staff. Field enquiry indicated a general lack of systematic exploration of potential synergies among components, although several examples of *ad hoc* exchanges that led to cooperation were discussed. There is thematic common ground between E4J and Youth Crime Prevention, which informants felt could be better capitalised on, even if informal exchanges have taken place. Field officers funded by the Youth Crime Prevention and Prisons components have also supported activities by other components, and there was useful cooperation between the Judicial Integrity staff and experts in the wider ISS, who have engaged in the informal steering group and provided technical assistance as part of the Programme.

Key Programme staff within DTA are divided between physical locations in the UNODC office and are located at some distance from the DO and DPA teams. This was mentioned by a number of interviewees and observed by the evaluation team, and field research indicates this has not been conducive to coordination across divisions. On the other hand, the physical proximity of the PMU to the Judicial Integrity and E4J team has fostered a much closer working relationship on a day-to-day basis.

## *Programme Monitoring*

The monitoring system of the Programme is largely centred on reporting requirements for the FUC, internal annual and semi-annual progress reports, and activity reports on major events and missions. Tools for monitoring exist in the form of templates for training activities adapted from

UNODC templates, and spreadsheets for tracking participation in events, disaggregated by country of origin. Programme management has begun to develop a tool to track participation in more depth, and there is evidence in reports of sex disaggregation of indicator data and activity information to assist with gender analysis, although there is no disaggregation or analysis of social characteristics related to human rights, such as location, income and ethnicity of participants. Efforts are made to capture participant feedback from pilot activities, but to date the tracking of impact is yet to be fully developed. The Programme is in the process of engaging an additional human resource to address monitoring requirements, including areas mentioned here.

The logframe, developed by several CEB staff during the design stage, with inputs from the SPIA, was found to have weaknesses, especially in the logical flow between activities, outputs, outcomes and the objective. For example, Outcome 1: Implementation of international standards strengthened in judicial integrity, is narrowly worded. Most UNODC staff agreed that the logframe has not been used to manage or consistently monitor the Programme, nor does it describe a theory of change. Indicators are primarily designed to measure inputs and activities, or outputs, with little attention to higher-level results/ outcomes. Most baselines in the logframe and Prodoc are zero, although there are exceptions. It is understood that this baseline status was established due to this being an entirely new Programme, although it is noted that neither baselines nor targets have been adjusted based on post-design scoping, research and planning of activities.<sup>23</sup>

Some indicators fail on one or more SMART criteria, most notably on measurability and specificity.<sup>24</sup> Some are too vaguely worded to be clearly interpreted, and lack definitions of terms and detailed methods of data collection and verification. One example is Outcome 3: Youth crime is prevented through sports-based programmes. As written, this is impossible to measure, and is certainly not measurable by the indicator: *‘Number of Member States that apply evidence-based sports and related social and educational development programmes to prevent youth crime’*. Outcome 4 is particularly weak, referring only to the ‘establishment of E4J’ as an end in itself, rather than defining intended impact on targeted learners.

Reports to the FUC (which includes representatives of the donor), provide qualitative and quantitative data on activities/ outputs, but they do not refer to the logframe or indicators. Progress against the logframe is reported in the Annual and Semi-Annual Project Progress Reports, though systematic evidence of progress against indicators was first reported in the 2017 Annual Progress Report. While internal progress reports are nominally structured around outputs and indicators, it is difficult to discern progress against targets and baselines (although this is partly as a result of the previously discussed weaknesses in targets, baselines and indicators). In some cases, the result to date is present in the narrative, but this is not always the case.

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<sup>23</sup> The indicator for Output 2.3 (launch of global brand of prison products) no longer reflects current thinking among the team and is insufficiently nuanced to convey the complexity of the work. Output 3.1 (Youth centres developed around the power of sports...) has been interpreted as supporting centres with capacity development and provision of some equipment to increase access of at-risk youth to sport, as compared to the original idea of establishing new youth centres.

<sup>24</sup> The SMART criteria for indicators are generally considered as the following: Specific, Measurable, Attainable, Relevant and Time-bound.



## Effectiveness

Per the approved Inception Report, the evaluation questions for Effectiveness are as follows – they have all been addressed in the narrative below:

- To what extent have initial, short-term results, been achieved?
- To what extent can preliminary success towards achievements of targets already be observed?
- To what extent has the advocacy component reached the expected level of visibility of the programme and its components?
- To what extent has such visibility supported/reinforced the overall achievement of the programmes outcomes and outputs?

Visible progress is being made against planned activities and outputs in a number of outcome areas. These include identification of implementation partners; Expert Group Meetings in developing curriculum, instructor manuals and evaluation/ monitoring tools; production of handbooks and guidance materials and the development of business plans with target prisons; initiation of prisoner rehabilitation programmes through prison work and training; engagement of NGOs in social reintegration of prisoners, post-release; curriculum testing for youth trainers; significant preparatory work for the creation of the Global Judicial Integrity Network, including five regional meetings and other consultative activities; production of a database of existing resources to assist in identifying gaps; surveys and consultation that address the identification of priorities.

### *Outcome 1: Implementation of international standards strengthened in judicial integrity and the prevention of corruption in the judiciary*

Output 1.1 – Increased exchange of best practices and experience via establishment of GJIN.

Significant preparatory work and scoping for creation of the Network has been done, including five regional meetings and other consultative activities. The Network is due to be launched in April 2018. Its structure has yet to be determined but likely will involve a secretariat hosted by UNODC, according to Programme staff. The Network is envisaged as a vehicle for delivery of other outputs and a hub for exchange among members. Mechanisms for exchange of experience are anticipated to include in-person gatherings as well as web-based discussions, both considered important by interviewees. While costs will constrain the number and size of in-person meetings, there is consensus that online interaction alone will not be effective.

Output 1.2 – High quality manuals and tools on judicial integrity based on international good practices and standards produced.

A draft database of existing resources was produced to aid in identifying gaps, and a survey and other consultations have helped to identify priorities for manuals and tools. The use of social media by judicial personnel is not well covered by existing materials, and staff indicated plans for new resources to be produced on this subject. Interviewees recommended making it easier for judges to use existing publications such as the Commentary on the Bangalore Principles, through alternative formats and/or indexing – and feedback emphasised that more global level guidelines

were a lower priority than strengthening norms and mechanisms at the national level, including the customising of international standards to country situations.

Training modules for an online course are being reviewed by judges and trainers in several jurisdictions, in advance of piloting, and an in-person training module is under development. Informants involved in judicial training observed that a blended learning approach would likely be most effective for the online course, as compared to a completely self-directed learning exercise without any teacher facilitation or participant interaction. Program staff indicated that this idea was under consideration, depending on available resources.<sup>25</sup>

**Output 1.3 – Support judiciaries in the development and implementation of strategies, measures and systems to strengthen institutional integrity and accountability in the judiciary.**

Substantive technical assistance has been provided to four countries (Myanmar, Marshall Islands, Jamaica and Vietnam), in close collaboration with regional or country offices. One jurisdiction was assisted to develop and adopt a code of judicial conduct for the first time, and another received support to adopt a code of ethics for justice officials, via close links to an ongoing UNDP project. In both cases, implementation has yet to be rolled out, so effects cannot be assessed. In other jurisdictions such as Swaziland, the programme has begun dialogue with judicial authorities, and shared models and guidelines to inform the enhancement or development of key tools for promoting judicial integrity, such as codes of conduct. Although additional countries are under consideration, technical assistance activities have reportedly moved slowly. Targeting has been based on interest of the local judiciary and capacity of UNODC staff in the area to engage in technical assistance. External interviewees observed that most judiciaries already have codes and tended to prioritise mechanisms to implement norms. Interviewees repeatedly underlined that tailored technical assistance was essential to enable change in the way that judiciaries actually operate.

With respect to publications, the Commentary on the Bangalore Principles has been made available in Russian and Portuguese for the first time, and several other normative documents have been translated and/or reprinted.<sup>26</sup> The planned ‘one-stop shop’ for all publications and materials on judicial integrity was favoured in feedback from field research, provided that the online library is user-friendly, and permission can be obtained from those holding copyrights.

**Output 1.4 – Strengthen the prevention and detection of corruption in the Judiciary through regional and country-based training and other technical expert support to judges (and prosecutors as appropriate and necessary)**

To date, one day of training on ethics for 19 judges was delivered as part of an event hosted by another training organisation. The session was well-received and positively evaluated by

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<sup>25</sup> An education program (formal or non-formal) that combines online digital media with traditional classroom methods.

<sup>26</sup> These include the Resource Guide on Strengthening Judicial Integrity and Capacity and the UNODC Implementation Guide and Evaluative Framework for Article 11.

participants, but no post-training assessment of learning results has been undertaken by the organisers.

### Constraints

Interviewees highlighted that judges tend to be reserved due to the nature of their positions in society, which makes issues of integrity more difficult to discuss openly and address. Tackling judicial corruption is less about knowledge of rules than it is about attitudinal and behavioural change, which are much more difficult to influence. In this context, training and even technical assistance may not have a measurable impact in the short term. Judges, prosecutors and court staff are only part of the justice system, and wider systemic issues are significant factors that affect judicial integrity.

More specific challenges include human resources for this component; long delays were experienced in recruitment of the Team Leader, a key staff member resigned in October 2017, and the component relies heavily on consultants as well as regional anti-corruption advisors and the wider team in Implementation Support Services. This has affected the pace of implementation, including preparatory meetings for the Network, training module development, technical assistance delivery, and the survey.

*Outcome 2: Prison administrations and other relevant stakeholders reinforce delivery of rehabilitation programmes for prisoners.*

Output 2.1: Technical guidance material and tools on prison-based rehabilitation and associated management practices developed and validated.

The *Roadmap for the Development of Prison-based Rehabilitation Programmes*, on the importance of prison-based work training, and the *Handbook on Anti-Corruption Measures in Prisons*, that acknowledges and addresses a critical challenge for prison management, have been produced, translated and distributed. Feedback from practitioners is yet to be collected. Two regional workshops, in Tajikistan and Panama respectively, produced the *Dushanbe Declaration on Prison-based Rehabilitation Programmes in Central Asia*, and a suggestion to revise the proposed global brand to a global UN ‘platform,’ promoting national brands and products. Feedback from field research indicates that guidance documents are too long, with too much general information (e.g. Nelson Mandela Rules), which impacts on their practical value for prison administrators. The prisoner file management software systems listed in the workplan, intended to assist prison administrations in better tailoring training toward specific needs, has been put on hold. It is still being discussed whether to develop the system in-house or to contract it out, and if indeed it remains a priority.

Output 2.2: Selected Member States assisted in identification and implementation of suitable rehabilitation programmes in prisons.

Scoping missions, combined with input from UNODC country offices, led to the initial selection of nine Member States<sup>27</sup> of which four were benefiting at the point of evaluation from prisoner rehabilitation through prison-based work, education and vocational training programmes and support for the social reintegration of prisoners upon release. In Zambia and Indonesia, the Programme also supports NGOs that are working with prisoners, post-release. The amount of funds available per beneficiary country (i.e. for procurement, refurbishment and other technical support) is US\$120,000 - 150,000. Feedback from fieldwork is that UNODC guidance is important to ensure the quality of the business plans produced by prison administrations and CSOs. Further it is seen as important that the training component is maintained, that prison training is properly assessed, that trainees are certified by a reputable authority, that participants in prison work programmes are remunerated, and that prisoner rehabilitation is prioritised over the need of prison management for income.

Output 2.3: Global brand of prison products – ‘A Second Chance in Life’ - promoted and launched.

Partner consultations have identified structural challenges to the proposed establishment of a global brand of prison products. A brand would require a regular, global inspection regime that guarantees working conditions in compliance with international standards, and several countries in Latin America have national brands in place with which a global brand may potentially compete. Given the complexity of establishing a product range for marketing globally, including knowhow and capacity for global distribution, the Programme has been studying different options to support prison work programmes and the marketing of products globally with the support of external consultants and input from prison administrations. With not even a pilot project in preparation at the point of evaluation, the prospect of realising the objective appear distant, raising concern over achieving tangible results on the ground.

### *Outcome 3: Youth crime is prevented through sports-based programmes*

Output 3.1: Youth centres developed around the power of sports in selected communities, successfully benefit youth at risk of offending by offering alternative healthy lifestyles with a focus on sports, but including educational, cultural and vocational training opportunities.

The Programme does not establish new youth centres, but rather supports existing sports centres or schools in developing their capacity to use sport for the benefit of youth. In Brazil and South Africa, the Programme is able to use existing sport facilities in marginalized communities (in or close to favela's or townships) that are fairly well equipped. In Kyrgyzstan, the Programme has access to sport facilities in connection to schools although they are often in poor condition and more equipment provision is needed. The main contribution has been the training curriculum developed by a working group of in-house and external experts reflecting current state-of-the art evidence on crime, violence, and substance use prevention, with an emphasis on sport. The Line

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<sup>27</sup> Business plans have been signed in Zambia and Kyrgyzstan and are nearly complete in Indonesia. Plans for assistance are in the preparatory stage in Tajikistan, Bolivia, Colombia and El Salvador, Nepal and Tunisia. The country office in Tunisia has approached authorities.

Up Live Up programme comprises 10 sessions, each on a different issue, and combines sports and life-skills training in sports field settings. Training materials have been developed (a trainer handbook and a logbook for participants), produced in English and translated into Portuguese, Russian, Arabic and Spanish.

The Programme's innovative approach - taking learning out of the classroom and putting it on the football pitch or sports field - is well-suited to countries where sectors of the population do not access any available educational service, or where out-of-school youth are exposed to multiple risk factors that predispose them to criminal behaviour. Line Up Live Up was tested with 400 youngsters and more than 20 physical education teachers in Brazil, and field observations and responses to an online questionnaire were incorporated into the curriculum. A process assessment is under way, with an impact assessment based on the Line Up Live Up theory of change to follow.

Accommodating diverse cultural norms with respect to sexuality is challenging within a global programme. Section 4 of the Line Up Live Up training manual, "is designed to promote self-reflection on gender norms and expectations, and on how you can promote gender equality, and tolerance and acceptance of people different to you". In some Central Asian countries 'promotion of homosexuality' is an offence, and trainers may risk incriminating themselves when conveying a message of tolerance. At the same time, in countries with legal safeguards against discriminatory practices, and/or where same sex marriages are recognised, Section 4 is insufficient to cover the complexity of gender fluidity. The programme addresses this issue by giving trainers and coaches discretion on how this topic is covered.

As the project is set to expand to another 7 countries in 2018, synergies will have to be created with ongoing UNODC programs where they exist (e.g. Colombia, the Dominican Republic, Palestine, Peru). Elsewhere In (e.g. Bangladesh, India, Uganda), the programme will need to rely even more on government support and capacity and/or invest in partnerships with civil society organizations. Strengthening the team at headquarters might be necessary to manage this increase in countries and offer support.

**Output 3.2: Awareness raised of the benefits of using sports to keep youth from becoming involved in crime and violence.**

Multiple partners have been found for this area of work, including FIFA which has brought expertise around sports, and local NGOs who will assist with delivery. Closer collaboration with municipal authorities in Brazil (Brasilia, Rio de Janeiro), and state level departments in South Africa (Western Cape), hold promise for parts of the Programme to become integrated in regular school activities. In all three pilot countries awareness raising events have been held with partners (e.g. the Brazil Football Confederation, a consortium of NGOs in South Africa, UN partners in Kyrgyzstan). Through study visits to Rio de Janeiro the project has reached policy makers and practitioners from 10 countries.

The Prodoc foresaw organising four large sporting events for youth. The Programme team has since determined that this would do full justice neither the life-skills focus nor make best use of the comparative advantage of UNODC, and will instead hold regional, training of trainer, events for sport coaches/trainers from a number of countries, focused on exposing as many at-risk youth to the Line Up Live Up curriculum. In addition, a global conference on sport for prevention is

foreseen in 2019 for policy makers, education and sport professionals, and youth. The Programme also intends to link up with regional/global youth events (e.g. events organised by sport federations) where sessions on life-skills training can be incorporated.

The programme also provides small grants to civil society organizations to promote sport for prevention and reach more marginalized youth. This not only allows the program to diversify its activities (e.g. to psychological counselling or entrepreneurial-skills training for youth at sport centres), but also allows to target multiple risk factors related to crime, violent and drug use.

#### *Outcome 4: Establishment of the Education for Justice Initiative (E4J)*

Output 4.1 - Development, implementation and maintenance of the materials/curricula and games for the Education for Justice (E4J) Initiative, for the following 3 levels: Early childhood and primary education, Secondary education, University and Academic institutions

This output is the main focus of E4J to date. Many materials/ curricula and games for upper primary, secondary and tertiary education are currently under development, shaped by discussions in EGMs and by inputs from focal points across UNODC and consultants. Once produced, these materials will be available on the E4J website, which will serve as a clearinghouse for new and collected resources. The website is still under development, so there is no digital space for uploading resources related to E4J, although it is noted that responsibility for these developments reside with UNODC's in-house IT resources, not with the E4J team, who have limited control over the delivery of these activities/ outputs. Such a space can deepen connections made through EGMs and other events.

Preliminary results in E4J so far consist of events, mainly EGMs and 'Hackathons'. While these are not described as a form of intended impact in the logframe<sup>28</sup>, Programme staff view attendees as 'beneficiaries', based on informal observation and interviews that suggested increases in learning. No direct data on participant views, or effects on knowledge and skills, has been systematically collected and analysed, for following/ measuring results and for direction on relevant enhancements. There has been no activity in early childhood education, and 'university/ academic institutions' has been recast as tertiary education, to include vocational schools. The Programme literature describes activities planned for lower primary; while targeting ages 6 to 12, these activities are designed for and piloted *ad hoc* with learners ages 8 to 11. The Prodoc and logframe have not been adjusted to reflect this shift in focus and target groups, nor have baselines been updated based on implementation to date.

Target groups are defined as '30,000 children and youth' and '30 ... universities and academic institutions', although this does not reflect other target groups across the three levels of formal education, including governments and policymakers in primary and secondary education. Nor does it reflect teachers as beneficiaries and learners, who are not defined as a target group at the primary and tertiary levels but *are* considered indirect beneficiaries. E4J staff have been tasked with refining target groups and the respective direction of activities.

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<sup>28</sup> According to the logframe under Outcome 4, under Activity 4.1.1 under Output 4.1, the program is to 'conduct ... international expert group meetings to validate materials (could take place in Doha) drawing experts from various regions of the world to review and validate the materials before finalizing'.

Programme staff see themselves as coordinators of E4J, which is supported by their Terms of Reference, although other work, such as curriculum writing, is being done that requires expertise not currently present, which is consistent with inputs from field research that point to the need for a dedicated education and learning expert on staff to help guide and shape E4J, and particularly to address the quality and relevance of outputs to the learner. There is further evidence supporting engagement with teacher associations, based on their prioritisation as a target group across education levels and their capacity to provide technical expertise on quality and relevance.

According to current plans, UNESCO will develop an E4J competency guide, similar to that of global citizenship education (GCED), as well as lesson plans for primary and secondary schools, together with teacher and administrator training. UNESCO will also provide piloting and usage of E4J products in their networks. These activities are delayed, as a result of delays in the contract with UNESCO due mainly to bureaucratic inefficiencies between the organisations, centred on financial reporting and the rules that apply to a UN-to-UN contract.

CEB's experience in developing the model course on the United Nations Convention against Corruption Education Course (UNCAC), on the Anti-Corruption Academic Initiative (ACAD) website,<sup>29</sup> is seen as a credible basis for implementing the tertiary modules, the lion's share of E4J resourcing. However, field research indicates that significant benefits would be gained from a more collaborative process, as opposed to the current autonomous process involving the self-selected development and validation process (the EGMs).

#### Output 4.2: Increased outreach/publicity/awareness related to the E4J Initiative

The main awareness-raising activities are events, mainly EGMs and the 'Hackathons', as well as the promotion of the Zorbs in advance of their launch. There is branding and a web presence, including stories and videos on the E4J page of the UNODC website, and links to social media. E4J has a dedicated logo, and there is an internal guideline document describing its meaning, although feedback from evaluation fieldwork would indicate lack of clarity on what it symbolises. An outreach/ publicity/ awareness campaign is to be developed and implemented, and will require defined approaches for using data and pitching stories to the media to generate interest and increase coverage. The campaign design will also require defined approaches for measurement of its effectiveness and means of verification, potentially building on current strategies of tracking editorial coverage such as Google Alerts and the overall UNODC daily press clippings service, through field offices for local items, and the UN Information Centre when there is collaboration on a release. When possible, media demographics and circulation are included for an approximation of potential outreach or awareness raised (impact), although visibility staff is reliant on publications to disclose this pertinent information for appropriate monitoring.

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<sup>29</sup> According to the website, 'ACAD is a collaborative academic project which aims to provide a comprehensive anti-corruption academic support tool containing academic publications, case studies and reference materials that can be used by universities and other academic institutions in their existing academic programmes'. For more, visit <http://www.track.unodc.org/Education/Pages/ACAD.aspx>

### Output 4.3: Capacity of academic institutions and other relevant stakeholders to deliver ethics courses is strengthened

During the initial stages of Programme design and implementation, the tertiary module on ethics and integrity was planned to be more substantial, as a large part of an online, model course on the mandates for academics and educators (similar to the UNCAC model course on the ACAD website). Subsequently, implementation of the tertiary module has expanded to include 8 subject areas covered by 14 modules. The focus on ethics and integrity through a lens of anti-corruption, particularly within businesses and the private sector, has contributed to determining which experts are involved in producing the modules and how the curricular content is selected and written. The modules have a strong theoretical underpinning, as well as practical exercises, to help widen and deepen the learning experience for the targeted university students. (See Annex IX for more detail).

### *Outcome 5: Increased awareness of the Doha Declaration*

Outcome 5 intends greater awareness of the Doha Declaration, with comprehensive media, communications, advocacy and branding strategies for the implementation of activities. The Programme has developed and is implementing a Communications Strategy<sup>30</sup>. The strategy intends to showcase the work of the Programme; build awareness among, and commitment from target groups; reinforce the relationship between sustainable development and the rule of law; highlight key milestones; and create an ongoing, permanent record of the Programme's achievements.

The Strategy defines prioritised audiences and the main communications tools – and includes specifically defined approaches for media engagement and definitions of communications campaigns that include public information campaigns and development of video resources for distribution through appropriate channels. The Programme also has a detailed social media strategy<sup>31</sup>, with a specific approach for each social media 'channel', including the Doha Declaration Twitter, UNODC Twitter, Facebook, YouTube, Instagram and LinkedIn platforms. The Doha Twitter account is the most active. There are scheduled, specific daily inputs that address the Twitter (and other) accounts, and associated metrics are followed on a daily basis.

Branding for the overall Programme has been finalised and put in the field. The intent of this branding is to boost recognition and ensure commonality of approach and image. There is an overall logo, found on all material, as well as an individual E4J logo and separate logo for the Global Judicial Integrity Network. The Programme website is operational, and stories are produced there, although the specific Judicial Integrity and E4J web portals have been delayed. Regular digital newsletters are produced with updates on the Programme and its activities. Beyond branding, the current communication focus is on gathering, refining and publishing 'stories', i.e., using a range of tools to share the particulars of an event or activity - the people, the faces that represent the work of the Programme.

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<sup>30</sup> Doha Declaration Global Programme: Communication Strategy. Last update: September 2016.

<sup>31</sup> Doha Declaration Global Programme Social Media Strategy.



Feedback from informants indicates a general confidence in the visibility approaches, tempered by concerns. The first concern is the current lack of communications impact, i.e., the relatively small number of stories and related material available, to date, for publication, and relatively small numbers of visits to online accounts, although a recent upswing is noted. The key is ‘product’ – the communications approach is clearly focused on visual activities *on the ground – the stories*, and there is a visible improvement in the quantity and quality of available material. Quantitatively, visibility is improving, with follower numbers, subscribers and ‘reach’ showing growth over the past four months, in the metrics analysis done by the Programme team. Since early 2017, monthly website views and the Twitter account have begun to show increased reach (from less than 20,000 per month to almost 80,000 (website) and from 25,000 to more than 100,000 (Twitter)). Since inception, more than 1.8 million people have been reached through Twitter, Facebook and LinkedIn on matters relating to the Global Programme, and approximately 450,000 people have visited the Global Programme’s website. More than 50 articles and other news stories were published during the second half of 2017.

Second, informants noted the low level of experience in UNODC with ‘communications’, compared to other UN agencies, coupled with a perceived weak commitment to external promotional communications within the organisation. Finally, there is some concern about the relative lack of dedicated, defined resources and staff assigned to the communications component, which affects the timeliness and depth of promotional activities. These last two are linked, and more effective outcomes on visibility for each component would benefit from additional communication specialist resourcing, particularly as activities and results increase, noting also the recent exit of the social media specialist. It is understood that a plan for the bolstering of human resources in this area is being prepared.

## Preliminary Impact

Per the approved Inception Report, the evaluation questions for Preliminary Impact are:

- Does this program have the potential for intended impact?
- What are intermediary signs of capability towards this impact? are as follows – they have each been addressed in the narrative below:

Discussions about impact must focus on potential, rather than on any actual impacts, given the status of implementation. Enquiry with stakeholders explored any indications of, or potential for, longer-term change, and what added value UNODC can bring in the focus areas of the Programme. Potential for impact is recognised, although the Programme is uneven in this potential. Where activities are capitalising on pre-existing initiatives, systems, networks and relationships, or interlock with existing global or regional programmes—such as its work with Judicial Integrity and Prison activities—moving toward intended impact can happen more quickly and smoothly than with E4J, though UNESCO may eventually contribute in this area.

Specific commentary was made on the opportunities presented by the Judicial Integrity component in work on anti-corruption, and how the Global Judicial Integrity Network can provide new impetus to this work globally. While there are concerns about the Network’s sustainability, feedback from informants indicated that if the Network has the kind of impacts that are expected, donor funding in that area is quite possible, which increases possibilities for longer term impact. In Central Asia, the Programme’s YCP and Prison activities have been

integrated into a seamless and comprehensive regional programme that allows UNODC to present as a single organisation and maintain a ‘continuity of messaging’. National authorities have been engaged in prison reform, and municipal authorities with YCP, which is having some structural impact on practice (prisons) and potentially on policy (YCP). Professional groups and other stakeholders have benefited from capacity raising by knowledge generation from projects and dissemination via training and events, networks, outputs.

While E4J is still in its early stages of development, the EGMs and ‘Hackathons’ are felt to be contributing to impact, although this is not able to be assessed at this point. Informants cite the ‘making of an education initiative from scratch’ as the main reason for delays, together with the slowness of the signing and initiation of the UNESCO contract, which is outside the control and responsibility of the E4J team. Further, the management *structure* of the Programme (i.e., not personnel, but the structure discussed in Efficiency, above) is considered by informants to detract from the intended impact.

## Sustainability

Per the approved Inception Report, the evaluation questions for Sustainability are as follows – they have all been addressed in the narrative below:

- What steps have been taken to ensure the sustainability and ownership of results?
- To what extent is sustainability, and ownership of results, observable at present?

Significant parts of the Programme are still under development or in early stages, which did not allow for the evaluation team to analyse ownership and sustainability of results. Therefore, the evaluation focused on stakeholder ownership of processes and the potential for sustainability of results. The sustainability section in the Prodoc is short, with little detail about specific approaches. Neither documentation nor interviews indicated any plan to prepare for the end of the Programme, and the fact that a large-scale and complex Programme was funded by a single donor for a relatively short period of time was raised during interviews as a potential challenge to sustainability of activities and results. Several informants suggested that UNODC anticipated further support from the government of Qatar, and potentially interested Member States, after the 2020 Crime Congress in Japan.

Within the Judicial Integrity component, the team has undertaken wide consultations with stakeholders, aimed at maximizing engagement in the planned Global Network, and is encouraging volunteerism among judges. To keep costs low, the team has stressed development of online options for meetings and training. However, in-person encounters are important and will be costly. There is not yet a strategy for funding the Network or its services (such as the resource library) after the Programme. As noted above, informants indicated that if the Network has the kind of impacts that are expected, donor funding in that area is quite possible. As well, it may be possible to secure some ongoing support through the GLOZ99<sup>32</sup> Programme, which includes an output related to judicial integrity.

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<sup>32</sup> Global Programme to prevent and combat corruption through effective implementation of the United Nations Convention against Corruption in support of Sustainable Development Goal 16)

In relation to Youth Crime Prevention, the Line Up Live Up programme may be adopted by governments and integrated into their systems. To this end, discussions are underway between UNODC and authorities in two target countries and the program is training national experts to become trainers of trainers to allow for upscaling. Also, the development of teaching modules has created a new tool for the crime and drug prevention work of UNODC’s Prevention, Treatment and Rehabilitation section. These new products may be incorporated into ongoing or future programmes.

While the Prisons component has built sustainability into the Programme by supporting the sale of prison-produced goods through the global brand, adaptations are now being proposed that will retain some of the fund-generating aspects (sales at national level in some countries), while keeping the focus on prisoner training and remuneration. Work schemes inside prisons in Kyrgyzstan hold promise of becoming self-funding, but other activities, such as education and vocational training provided to prisoners, as well as the prison work scheme in other countries are likely to require continued support beyond the duration of the programme, as will the CSOs assisting with the reintegration of former prisoners.

With respect to E4J, while field offices were not systematically engaged for inputs on the design at the start of the Programme, some have been involved in shaping digital tools and feel ownership. EGMs include participants from different disciplines, some connected to other UNODC work streams. However, participants were largely from academia and policy circles as compared to those with hands-on programming and implementation experience. There has not been systematic follow-up with EGM participants on the progress of the E4J initiative, which would have been a means of maintaining the buy-in and support of those experts for the longer term.

## Partnerships and cooperation

Per the approved Inception Report, the evaluation questions for Partnerships and Cooperation are as follows – they have all been addressed in the narrative below:

- To what extent has the programme systematically identified potential partners, sought them out, and succeeded in engaging them?
- Has the programme specifically engaged partners within target groups?
- To what extent does the design of the Global Programme allow for the creation of appropriate synergies with existing initiatives, including UN initiatives and initiatives of national and regional entities?

There is no organisation with the necessary breadth of expertise to act as partner for the entire Programme. External stakeholders were approached once objectives and core activities had been agreed. Cooperation with UN sister agencies, international organisations, CSOs, and academia was seen as critical from the outset for ensuring the Programme’s ‘reach and impact’.<sup>33</sup> While

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<sup>33</sup> Prodoc ‘United Nations system, together with civil society, academia and the private sector. These partnerships, many of which are already well-established throughout UNODC, will be leveraged to the maximum in order to extend the programme’s reach and impact. (Page 32.)

detailed partnership planning was not undertaken at the design stage, cooperation subsequently with external stakeholders and UN sister agencies has played a role in providing technical expertise, developing instruments and implementation. Although no UN agencies were initially invited to make proposals for contributions to E4J development and implementation, and the difficulties in establishing the E4J cooperation agreement (outside the control of the Programme) frustrated Programme staff and contributed to delays, other UN agencies with strictly normative and scientific functions are appreciative of UNODC's capacity for on-the-ground implementation and participation in networks where Programme learning is being disseminated. Through the organisation of expert group meetings and regional events, and through participation in networks (e.g. WHO's Violence Prevention Alliance related to the YCP component), the Programme has created a two-way knowledge exchange with selected partners. Implementation arrangements vary by component.

The Programme has made significant outreach to a range of organisations in the justice sector, including those that work to strengthen judicial institutions, such as the National Center for State Courts in the USA and the Commonwealth Judicial Education Institute in Canada, and associations that represent judges themselves. Engagement has been primarily aimed at raising awareness about the component, especially the Network, and seeking input into programming decisions, such as training design and priorities. Interviewees were largely positive about the inclusive approach and indicated room for synergies with the Network. Programme staff expect that associations of judges will become members of the Network, and that various organisations and judiciaries will share time and resource materials with the Network as a new hub for exchange of experiences, tools and publications. A database of stakeholders in judicial integrity has been developed and includes more than 1200 individuals in about 150 countries, with updated contact information. Although regional representation in the database is extensive, contacts in certain countries are very limited (for example, 9 in China, 3 in DR Congo, 10 in India).

The prison component builds on existing relationships with Ministries of Justice, Interior and Security that have responsibility for the sector. At the implementation level, key partners are the national prison administrations, and the governors of prisons that directly benefit from the Programme. Other stakeholders, including Ministries of Finance, Manpower and Health, are also involved in aspects of prison work, as are a number of CSOs. To support the reintegration of prisoners after their release, the Programme has worked closely with dedicated NGOs in Zambia and Indonesia. International NGOs such as Prison Reform International, and experts from academic institutions, have played key roles in designing handbooks and roadmaps. In assessing the opportunities and viability of establishing a global brand for prison products, the Programme worked closely with UNIDO and several Latin American CSOs.

To develop the sports aspects of prevention work, the YCP component has developed a good partnership with FIFA, which may extend beyond the life of the Programme. Matching sports with life-skills, the Programme cooperated closely with academic institutions and the international NGO Fight for Peace. A close partnership with the World Health Organisation has

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<sup>1</sup>Partner Organisations: UN Secretariat: including Office of the Secretary-General's Envoy on Youth, DPI, DPKO; OHCHR, UNDP, UNESCO, UN-Habitat, UNHCR, UNICEF, UNOPS, UN Women, WHO, World Bank as well as INTERPOL, ICRC, International Bar Association'. (Page 32.)

provided access to the Violence Prevention Alliance network, reaching out to new set of organisational partners. The Programme is working with both CSOs and government agencies in Kyrgyzstan and South Africa), and at the municipal/state level in Brazil (Rio de Janeiro and Federal State of Brasilia).

E4J is working with UNESCO on content and training and is expected to share E4J through its contacts in country ministries and ASPnet, once a cooperation agreement has been signed.

## Human rights and gender

Per the approved Inception Report, the evaluation questions for Human rights and gender are as follows – they have all been addressed in the narrative below:

- To what extent is the Global Programme designed to allow UNODC to best integrate the UN human rights due diligence policy?
- To what extent has the Guidance Note on promotion and protection of Human Rights been appropriately taken into consideration in the design of the Global Programme, and in implementation to date?
- To what extent has the Global Programme been designed so that it is possible to oversee partners, including national counterparts, civil society organizations and the private sector, in respecting relevant human rights principles?
- To what extent are underrepresented groups included in the design and implementation of the Global Programme?
- To what extent are beneficiary agencies/ target groups integrating and mainstreaming human rights into their work programme?
- To what extent has the Global Programme been designed in a gender-sensitive way, and considered the different needs of men and women, boys and girls, in programme planning and implementation?
- To what extent is the Global Programme taking action to ensure that beneficiary agencies/ target groups integrating and mainstreaming gender equality into their work programme?
- What actions has UNODC undertaken in order to ensure a fair percentage of women are direct beneficiaries of the Global Programme?

Programme documents directly discuss human rights, saying the programme will ‘contribute to promoting human rights in line with the 2005 World Summit Outcome concerning the mainstreaming of human rights throughout the United Nations System<sup>34</sup>, the outcome document of the United Nations Summit for the adoption of the post-2015 development agenda; the resolutions of the Human Rights Council, and in full respect with UNODC’s internal policies as outlined in the Note of the Executive Director to the Commissions on Narcotic Drugs and Crime Prevention and Criminal Justice<sup>35</sup> and elaborated in the 2012 ‘UNODC and the promotion and protection of Human Rights’ position paper’.

The Prodoc refers to protecting and promoting human rights and responsibilities, as an established international framework, according to which component activities should be

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<sup>34</sup> General Assembly resolution 60/1

<sup>35</sup> E/CN.7/2010/CRP.6–E/CN.15/2010/CRP.1

implemented. The document links the framework and the Doha Declaration to activities, to ‘instil... shared values based on the importance of the rule of law and protection of human rights’ (Section 1.2) and to ‘advance the rights of individuals and groups in the exercise of economic, social and cultural rights without discrimination of any kind’ (Section 1.7). This framework is included in the section on managing risk in the Prodoc (Section 3.5), which is where the UN Human Rights Due Diligence Policy is cited, but there is no other reference to this policy, or specific aspects in design, related to its integration.

In this sense, the human rights framework is thoroughly referenced, and human rights permeate through all components, but there are areas where a greater expressed focus in implementation would respond more effectively to design intentions, and where greater emphasis on discussion of specific human rights outcomes in reporting would be of benefit to the Programme, and to an understanding of its focus and results in this area. Further, it is noted that human rights have no presence in the logframe, except in a footnote.

Gender, at the heart of human rights, has its own section in the Prodoc (1.8) emphasising mainstreaming and equality across practices, and with reference to the guidance note, ‘Gender mainstreaming in the work of UNODC’. This intent towards gender equality in terms of design can be seen in the ToRs for Programme staff, and some informants see the staff composition as an example of gender balance. There is no reference to gender in the logframe, although activities are designed to be gender inclusive. Care is taken to strike a gender balance with trainees and beneficiaries.

There are references to human rights and gender in component plans, product designs, etc. This is seen in the different levels of E4J, for example in the characterisation of The Zorbs, a digital game on the prevention of gender-based violence for children in Mexico, and within certain themes in tertiary modules. Programme staff point to a specific focus on human rights in the Prison and YCP components, giving examples of the Nelson Mandela Rules in prison standards, compliance with Children’s Rights Standards, and protection of marginalised youth. Gender balance in the JI component is challenging in terms of participation, which by definition targets judges, and yet males dominate the profession globally and even more notably among senior judges. There were some concerns that the presence of human rights and gender are too implicit in thinking, planning, design and implementation. One example was E4J teaching to UNODC mandates, as opposed to addressing these subjects and the essential debates concerning justice and injustice within the overall structure and content of the existing international human rights framework.

As seen above, human rights and gender equality are present in Programme design, but there is not enough detailed and visible emphasis in the Programme’s design and reporting on the underlying UN focus on the integration of human rights and gender equality frameworks, nor on the Programme’s initiatives directly with beneficiary agencies and target groups in these areas. There was no initial systematic needs assessment conducted with regard to human rights and gender equality, which, if done, would help further define the Programme’s work. As relates to human rights, there is no systematic disaggregation of data along these lines (the Efficiency section discusses planned changes that are intended to address this need), and no established approach for analysing this data and using this analysis to learn from and improve Programme activities.

### III. CONCLUSIONS

#### Design

UNODC's Independent Evaluation Unit (IEU) recently commissioned its second meta-evaluation, incorporating 41 independent evaluations. According to the findings, 'independent evaluators stress that the ability to manage for results critically depends on the development of a sound design. Frontloading investments was highlighted as best practice in the UNEG Peer Review of the UNODC Evaluation Function (2016), and yet 'investments in this area have *not yet fully translated in changes that evaluators could have captured* (evaluator emphasis).'<sup>36</sup>

Specifically, the Programme would have benefited from a defined inception phase and formulation process, where a detailed needs assessment and subsequent design formulation would have improved logical links between activities and results, and among components.

#### Relevance

In supporting the functioning and quality of aspects of the criminal justice system, and promoting diversions from criminal activity, the Programme is laying the foundation for security, which is now widely recognised as a precondition for sustainable development. Components 1-3 are therefore highly relevant in meeting both the SDGs and the Doha Declaration, as discussed in detail in the Relevance section. Component 1 outputs and activities are broadly relevant to judges and other stakeholders, although the impact of activities aimed at changing the behaviour and attitudes of judges may be limited if structural issues, such as financing, and the independence of the judiciary, are not addressed.

As for Component 2, the provision of prison-based rehabilitation programmes addresses an urgent and growing need that will support the reintegration of former prisoners and contribute to the reduction of recidivism. It is also noted that the development of alternative sanctions that avoid the incarceration of petty, first time, non-violent and juvenile offenders, are equally important, and particularly effective in reducing prison overcrowding.

Mooted revisions to Output 3.2, from a sports event to a conference, will increase the relevance of this particular crime prevention activity and benefit from the technical expertise of UNODC. In the absence of needs assessments and further study of the tools and strategies being developed beyond the self-directed and irregular process taken with EGMs and consultants, the relevance of the E4J (Component 4) remains difficult to assess beyond general observations about the need for education.

#### Efficiency

The approach to preparation of the Programme is reflected in the quality of the logframe, which has not provided a strong framework for identification of anticipated results, nor a fully developed methodology to measure and report results over time. There is no documented concept

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<sup>36</sup> UNODC Meta-analysis of Evaluation Reports (2015-2016).

and ordering sequence that ties outputs and outcomes together in a logical progression, and at times they overlap. Indicators tend to track quantitative outputs and inputs without a qualitative check on the value of what is being done and counted. As currently formulated, some indicators are difficult to measure and some are not being tracked, or reported, on a systematic basis..

There are gaps in the indicator data, which at present is planned to be addressed through the beneficiary survey that will be administered in mid-2018 and mid-2019. As the Programme team has recognised, internal monitoring capacity urgently needs to be supplemented if an effective monitoring system is to be developed in time to guide the Programme and generate measurable results data.

This Programme is a 'special case' within UNODC, with a different structure than the norm, which has presented challenges for those involved at various levels. Less than optimal clarity in decision-making roles and reporting lines have had some adverse effects on progress in implementation in E4J and Judicial Integrity, although other factors were also at work. ToRs of Team Leaders and the Senior Programme Officer were drafted when details of the Programme were not yet well defined, and thus do not clearly define and allocate responsibilities in some areas and appear to have some overlaps.

The substantive components mostly appear to operate as separate initiatives, as compared to elements of a single Programme, largely due to the structural division between DTA and DO and the lack of a strong mechanism for guidance and oversight of the Programme, but also owing to how the four areas of intervention have been defined. Although the thematic focus and beneficiaries of each component are quite distinct, there are opportunities for greater synergies and cohesion which would be facilitated by more systematic information sharing among components, and closer physical location of their respective teams, would promote greater synergies and cohesion. Overall, current management and coordination arrangements could contribute better to timely and effective implementation of the Programme and the achievement of the objective, outcomes and outputs. There are a number of areas in current management and coordination arrangements that can be improved in order to more efficiently contribute to timely and effective implementation of the Programme, and to facilitating the achievement of the objectives, outcomes and outputs, and reference is made to overall Programme management changes made on 1 January 2018 that are intended to address some of the areas discussed in the Findings section.

## Effectiveness

### *Outcome 1: Implementation of international standards strengthened in judicial integrity and the prevention of corruption in the judiciary*

Implementation of this component is still nascent, but activities are moving forward, and a foundation is gradually being built, for the Global Judicial Integrity Network, although other core outputs are advancing more slowly. The establishment of the Network has been prioritised and appears to have generated considerable interest, although its ongoing effectiveness and buy-in by key stakeholders is not assured. Training on judicial ethics may have limited impact due to constraints on its widespread dissemination and its ability to affect behaviour. The link with



technical assistance is vital, as a means of developing specific tools that tackle local level challenges. There is a need to go beyond codes of conduct and explore the root causes of corruption, which are often systemic. Judicial independence is vitally linked to integrity on the individual level, and it is important that initiatives on both fronts work in close collaboration.

*Outcome 2: Prison administrations and other relevant stakeholders reinforce delivery of rehabilitation programmes for prisoners.*

UNODC guidance material must be 'user-friendly' in order to be genuinely of value. In this context, it is important to focus on practical guidance rather than normative information (e.g. Nelson Mandela Rules), where this is available elsewhere. Developing a generic prison management software system, though valuable, will be difficult for the Programme given resource constraints. Prison administrations need ample support to develop workable business plans, to ensure that work programmes concentrate on training and benefitting prisoners, rather than focusing on becoming an income source for prisons. UNODC is well placed for this role as a trusted partner of national governments and with national and regional officers on the ground.

The balance struck between in-prison training and post-release support varies between countries, yet both aspects are equally important for the social integration of ex-prisoners. Despite working in some countries where civil society is still fragile, the Programme has made good progress in finding CSO partners and raising their capacity. Unexpected challenges to creating a 'global brand' have absorbed management time and could prove distracting from other activities. As attractive as the concept is, factoring it into the Programme as a key outcome, without first assessing its feasibility, was premature.

*Outcome 3: Youth crime is prevented through sports-based programmes*

The combination of sports activities with life-skills is innovative in the crime/drug prevention field and demonstrates that component management is responsive to changes in context. Partnering with international sports organisations and local NGOs has been useful for getting a clearer understanding of sport as a vehicle for reaching out to vulnerable youths. Local knowledge and rigorous research methods are being used for identifying target groups and field locales. Because of difficulties in attributing causality to a single intervention, and many additional variables, neither the impact on youth involvement in crime, nor the impact on youth at risk can be established or even predicted at this point. However, process and impact assessments are under way, and may make a valuable contribution to the evidence base in the field of sport-based crime prevention.

Efforts to raise awareness of the use of sports to deter crime are still in the early stages, and to date have primarily targeted counterparts such as government officials and teachers with the exception of one major sport tournament for 1500 youth in Kyrgyzstan. Working with governments can produce multiplier effects via government-led sport facilities and school-based programmes, although this does not necessarily target all. The programme uses a small grants scheme to reach marginalized populations and has initiated the Midnight Soccer Programme in Brasilia that allows out of school youth to benefit from Line Up Live Up.

Demonstrating alternative approaches to crime control has the potential, especially in Central Asia, to lead to policy change. The mooted revision of Output 3.2 from sports events to

conference-based exchange of experience, promises to enhance the quality of component delivery and reinforce sustainability. Agencies other than UNODC are better placed to organise sports events. The combination of sports with life-skills fills a gap in the suite of UNODC resources that can be adapted for use elsewhere. Precisely because of the novelty of the approach, the planned impact assessment would be well-complemented by a detailed analysis of the quality of the materials and underlying assumptions.

#### *Outcome 4: Establishment of the E4J Initiative*

A range of activities are taking place and being developed in E4J, focused mainly on materials, curricula and games, across the three levels of education. Events, focus groups and *ad hoc* piloting with teachers and learners have contributed to this shaping and testing of E4J material and games, both digital and non-digital. It is not certain though that quality materials can be produced by the end of the Programme, which is subject to skills and capacity within current IT resources and their ability to implement defined games and resources for the E4J initiative. Further, with the previously discussed delays in implementing the E4J website, the intended digital space for uploading and sharing resources does not yet exist. This delay also affects progress on visibility, and the capacity of the E4J initiative to stimulate public discussion on needed change, or to respond to what other influencers are saying.

A closer alignment with the Prodoc and logframe, or reformulation of the logical framework of this component, is needed to frame planning processes and monitoring/ measuring of activities and results. Analysis of data from initiatives/ activities is needed to contribute to understanding the status of progress, and for reorienting and improving E4J activities and results, with a focus on whether preliminary results and success are relevant, and accurately tracked according to target groups.

The absence of specific technical, educational inputs impacts on the relevance and detail of E4J content. One aspect of this is the delays in finalising a contractual agreement with UNESCO on their contributions to the Programme, which are intended to include an E4J competency guide lesson plans for primary and secondary schools, teacher and administrator training and the piloting and usage of E4J products in UNESCO networks. The late engagement of UNESCO raises as to how much progress can be expected in the latter half of the Programme, and potentially meriting an extension for implementation finalisation. Secondly, the absence of a dedicated education and learning expert on staff accounts for why some aspects such as more critical questioning and reflection from a conceptual as well as technical standpoint, identifying/ interpreting relevant priorities and groups, mitigating tension between global and contextualized curricula and pedagogical approach, and whether current review processes are constructed to provide necessary oversight for quality assurance and impact for the learner are missing. Finally, working with an academic institution or learning organisation, in producing tertiary modules, could help to widen the angle of content covered and support a clearer understanding of what underpins the UNODC mandates—and what makes them meaningful—depending on selection of partner. Such an affiliation could also help to ensure that programming develops according to standard principles and practices of education and learning, including learning assessment to determine quality.

Global coverage is achieved theoretically by the current approach (digital and non-digital material/ curricula and games intended for global coverage), however, material intended for

specific contexts (two countries in Latin America) is heavily contextualised, and this process is not taking place equitably in other countries in other regions. Programme management may need to prioritise one approach over the other (contextualisation or global), given time constraints, and including more technical advice from a dedicated education and learning expert.

### *Outcome 5: Increased awareness of the Doha Declaration*

The basic frameworks of the communications approach are in place (the brand, strategies, tools and key personnel), and the strength of stories and sharing approaches are building over time, but it cannot be said that the visibility strategy and approach are supporting and reinforcing the overall achievement of the Programme's outcomes in a significant way. Time is short, and there are significant pressures on the visibility team to continue to build momentum.

It is critical that the numbers of dedicated staff, and the specific capacities they possess, do not drop off in the coming months, through to Programme completion. On the contrary, recent gains must be consolidated, while maintaining an urgency of focus on specific outputs (communication materials - stories, videos, posters, focus papers, fact sheets, press releases, media briefings, advisories and interviews).

All communications tools, including any specific websites planned for Programme components (and therefore in the current structure of the Programme not under the control of the Visibility Team Leader), must be operational at the earliest possible moment, and in generating and maintaining these outputs, it will be critical to ensure that the face of the Programme is indeed *global* – and captures the full diversity of activities in all locations where implementation is taking place. Attention is required to ensure tracking and analysis of the effects of the tools and outputs of the communications strategy, and reporting to Programme staff and management, and the donor, on the effectiveness of communications activities.

### **Sustainability**

Establishment of a global network via a short-term project is very ambitious, as networks can take long to firmly take root. It is too early to say whether the Global Judicial Integrity Network will be sustainable, even though initial interest appears to be high. Judges and judicial associations may contribute in some ways, but significant costs will remain to be met. Also an ambitious undertaking, the complex E4J component has not been planned and executed to specifically promote sustainability. The sense of ownership sparked through participation in early events has not yet been fully capitalised on. Sustainability will be very challenging in this new area for UNODC, especially given time constraints, but new links with UNESCO may help.

The Prisons and Youth Crime Prevention work appears more sustainable due to the strong links of these components with ongoing UNODC programming, which means they are more institutionalised. The adoption of Line Up Live Up by governments would firmly embed it in continuing educational practices and ensure sustainability. Replacing the current funding for prisoner rehabilitation will be difficult, but the Programme is contributing to structural changes in prison administrations through the integration of prison work and vocational training of prisoners.

Although some steps are being taken through component activities, and there are positive signs of nascent stakeholder ownership, overall the Programme has given a low priority to sustainability. A focus on sustainability planning is now critical, especially for the Judicial Integrity and E4J components, which are undertaking ambitious new directions. Ensuring that these initiatives leave behind something of continuing value will be a significant challenge, considering the short duration of the Programme.

### Partnerships and cooperation

While some issues raised elsewhere in the report could possibly have been avoided by involving partners in the design phase, there is no organisation with the necessary breadth of expertise to act as partner for the entire Programme. Within each component, partnership networks with government agencies and targeted groups have been, or will be, critical in the implementation of activities and the production of outputs. Good working relations with partners have been critical for establishing the prison and youth sports components, and both regional and national offices have proven adept at presenting a seamless connect between different Programme work streams and creating synergies between different programmes and funding streams. As well, the Judicial Integrity team has been thorough in reaching out to relevant organisations and individuals, using the new database as well as pre-existing networks. Potential synergies have been identified with other initiatives but have not been fully explored or exploited pending establishment of the Network.

Though the difficulties in formalising the E4J cooperation agreement with UNESCO have been ‘frustrating’ and contributed to delays, other UN agencies with strictly normative and scientific functions are appreciative of UNODC’s capacity for on-the-ground implementation and participation in networks where Programme learning is being disseminated. Prevention and education components have also helped change the perception of UNODC as an agency working only with law enforcement.

### Human rights and gender

The Programme sets out to support effective, fair, humane and accountable criminal justice systems and to promote the human rights and fundamental freedoms for all, in particular for those affected by crime, and those who may be in contact with the criminal justice system. The human rights framework is thoroughly referenced as an intended approach in the Programme document, the Doha Declaration and other key literature except the logframe (barring a footnote), but there are areas where a greater expressed focus in implementation would respond more effectively to design intentions, and where greater emphasis on discussion of specific human rights outcomes in reporting would be of benefit to the Programme, and to an understanding of its focus and results in this area. Activities reflect a consideration of human rights and gender equality, although this is not systematic across components. Despite positive efforts in some activities, a stronger, more holistic approach to implementation as guided by the framework, and incorporating gender, is required to align with the pronounced emphasis in Programme literature.

In the absence of a needs assessment according to human rights and gender equality, the Programme faces challenges in prioritising groups in regions and countries with the highest need.

This has implications for the design of the Programme, which affects the structure and mode of activities, and orients the kinds of materials and systems under development and the type of technical assistance on offer. UNODC field offices are well-positioned to help identify needs, in certain regions and countries, and can be a source of valuable support and exchange in this regard.

The Programme would benefit, in its analysis of effectiveness and results, from a more detailed and visible emphasis on the integration of human rights and gender equality frameworks, through Programme initiatives, with beneficiary agencies and target groups, and from a more systematic approach to collecting and analysing data on the impact of the Programme, according to disaggregated indicators of human rights and gender equality.

## IV. RECOMMENDATIONS

The recommendations below are listed in order of priority.

### Recommendation 1: Design - adjustments and clarifications

While it is understood that a major re-design would not benefit the Programme at this stage, given time limitations, some revisions are already being considered by component teams or informally taking place, and some improvements to logic could be of real benefit to both implementation and reporting practices. Therefore, some design adjustments and clarifications are needed immediately, not to change the structure of the Programme, but rather to refine aspects internal to the different outcome areas. These include:

- Refinements to outcome statements to
  - Better reflect a results-oriented approach, and the Programme's theory of change.
  - Clearly define what is meant by each outcome, adjusting wording as needed.
  - Better express a results-oriented logic from outcomes through to outputs and then activities.
- Refinements to output statements to
  - Clearly express the intended outputs, adding definitions as needed.
  - Clearly show the contribution of each output to its related outcome.
  - Reflect changes in Programme direction since inception. These include a different focus for Output 3.1 – Youth Centres; revision of activities foreseen in 3.2.1 and 3.2.3 to better reflect the unique and innovative features of Line Up Live Up.
  - Clarification or elimination of Output 4.3 should also be considered, as its substance is covered in Output 4.1.
- Refinements to activity statements to
  - Clearly reflect current implementation plans, with those plans in respective components harmonising and feeding in to the logframe.
  - Clearly express the logical link between activities and their related outputs.
- Revision of indicators. Current indicators are heavily activity oriented, with some focus on outputs. Greater focus is needed on outcomes, and on
  - Ensuring indicators are SMART and more focused on measuring quality and usefulness of activities, outputs and outcomes.
  - Reviewing of original baselines and targets to ensure alignment with actual starting points and current projections of Programme results.
  - Reviewing and revising/ updating means of verification to ensure they are of assistance to the Programme's management and reporting processes, according to target groups and compared to baselines for a measurement of progress.
  - Further improving on the existing reporting format/ structure with a view to ensuring the effective monitoring and reporting of all indicators.

(GLO/Z82 Programme Management.)

## Recommendation 2: Extension discussions

Discussions with the current donor, and other potential donors, are needed to explore a potential extension of the Programme’s funding and timeframe. As discussed throughout the report, there are two particular reasons for looking into further funding possibilities, and for developing an approach for a longer-term funding framework, although both are linked to sustainability of effort and outcome (also discussed in Recommendation 3 and potential for impact). Across all of the Programmes’ components, but particularly in the areas of Judicial Integrity and E4J, status of implementation is such that there is no guarantee of on-going sustainability beyond the life of the Programme. It can already be seen that irrespective of the status of implementation at the end of the currently defined Programme period, these initiatives will require further assistance to ensure sustainability. This is also true of impact – given the intent and direction of the Programme, stakeholder ownership and alternative funding streams and national/ regional support frameworks will all contribute to sustainability and impact and require time to develop.

(UNODC Senior Management and GLO/Z82 Programme management.)

## Recommendation 3: Sustainability – development and implementation of strategies

Focus is required on development and implementation of sustainability strategies. While relevant across components, this is particularly true of the Global Judicial Integrity Network and E4J. There are a number of elements involved in these sustainability strategies.

- Continue to explore and develop partnerships and synergies, both in specific target countries and internationally, to bolster the relevance and visibility of the Network, which will potentially provide impetus to longer term funding options.
- Continue to explore and develop more partnerships for E4J, in terms of long-term quality and relevance of content and also implementation, and to build up sustainability prospects, particularly with more field offices, for a more balanced coverage.

(GLO/Z82 Programme management and component Team Leaders.)

## Recommendation 4: Project/ Programme Design Processes

The report makes a number of references to and findings/ conclusions about design processes, and particularly ‘front-end processes’ including formulation and design inputs and processes. The report also references other resources and commentary on frontloading investments to strengthen and improve project/ programme design. As discussed, the Programme would have specifically, and fundamentally, benefited from a defined inception phase and formulation process. Further, giving a specific focus to programme design, and ensuring an organisational focus on design processes, is an area where UNODC’s senior management can provide leadership and direction, and can ensure the necessary time and resources are directed to ensuring effective programme/ project formulation processes.

(UNODC Senior Management.)

## Recommendation 5: Management and coordination – realignments and re-working

As noted in the Efficiency section, according to information received by the Evaluation Team, decisions were taken by UNODC management in late December 2017 that changed the reporting structure for the Judicial Integrity and E4J components. Per this change, all staff in these components now report directly to the SPO. The effectiveness of this change cannot be considered within this evaluation, given the timing of the change. The overall view of the evaluation is that consideration is needed by UNODC management of a realignment of lines of authority, within the overall management structure of the Programme. Two possibilities are discussed here, although it is noted that these are not the only two options. The recent changes are in line with the first of these options, although are not as extensive as may be needed.

- Consider redefining the role and functions of, and within, the PMU – revising the responsibilities of the Senior Programme Officer to specifically include direct responsibilities for all the components of the Global Programme. This approach would potentially improve overall Programme management by strengthening the role of the overall management function (the SPO).
- Consider redefining the role and functions of, and within, the PMU, engaging a P-4 as head of a Secretariat-style function, rather than the current P-5, i.e., focusing the unit on support functions for component teams as opposed to management oversight and direction. This approach would potentially improve overall Programme management by weakening the *overall* management function and *strengthening* the component management roles. (To a certain extent this approach currently operates in relation to Components 2 and 3.)

Within this overall management area, UNODC should consider some re-working of the P4 Team Leader Terms of Reference, specifically in relation to implementation of the Global Programme. Equivalent positions require a degree of equivalence in terms of responsibilities to promote a more balanced approach across the Programme, and a clear understanding of these key roles. This realignment should include consideration of strengthening the roles and responsibilities of the Team Leader position in E4J and in Judicial Integrity.

(UNODC Senior Management and GLO/Z82 Programme management.)

## Recommendation 6: E4J – provision of additional expert resources

6a. The addition of a dedicated education and learning expert to the team, ideally with knowledge and experience in creating digital and non-digital materials for developing contexts and with links to South-South networks, would assist in strengthening relevance and quality of E4J content.

(GLO/Z82 Programme Management and component E4J Team Leader.)

6b. The Programme would benefit from exploring options for partnering in the development of the tertiary modules to one or more academic institutes or learning organisations, with expertise and a tested track record in developing and implementing online interventions for international target groups. Such an approach would widen the scope of learning content and approaches and



help to harmonise the modules into one broader programme. It would ensure more mainstreamed principles and practices of education and learning, especially links between objectives, content and assessment, and will support sustainability of the tertiary modules beyond the life of the Programme.

(GLO/Z82 Programme Management and E4J Team Leader.)

## Recommendation 7: Visibility – ensuring sufficient visibility resourcing

It is critical to ensure there are sufficient, and sufficiently skilled and experienced staff working in this area, and that overall staffing levels are sufficient to guide the strategies and overall Programme visibility activities. It is understood that analysis of and additions to human resource allocations within the Visibility component have been undertaken, with a view to strengthening outputs and outcomes in this area.

Particular focus needs to be on ensuring the implementation of the social media strategy; overall tracking and analysis of impact of visibility/ communications strategies and ensuring the operation of all dedicated websites associated with the Programme. Engagement of a public relations firm, both for implementation actions and to oversee tracking and analysis, should also be considered.

(GLO/Z82 Programme Management with the Visibility Team Leader.)

## Recommendation 8: Human Rights and Gender Equality – integration across all aspects of the logframe

As an intermediary step towards alignment with the aims of human rights and gender equality in programme documentation, integration of these aspects in the logframe is required, specifically where these impact on the Programme initiatives directly with beneficiary agencies and target groups in these areas. This will stimulate integration in component plans and activities, if the logframe is updated and more regularly used by staff.

Consultation processes with, and inputs from, field offices, particularly those working with data available from international organisations and national, regional and local governments, and with information from CSOs, can assist in ensuring activities are extended to the areas of greatest need, and with the most vulnerable groups. This focus on ensuring tools are appropriately focused can build on existing efforts such as those visible in Line Up Live Up, targeting the most vulnerable populations with the highest needs. Well-focused inputs from field office resources, both in defining the human rights and gender focus of Programme design (logframe) and in delivery of the Programme, can contribute to improved outcomes in human rights and gender equality and to a greater visibility of the Programme's focus in these areas during the remainder of Programme implementation.

(GLO/Z82 Programme Management, monitoring expert, Team Leaders, country offices.)

## Recommendation 9: UNODC field offices – strengthening engagement

Continue to widen the engagement and role of UNODC field offices is recommended to be undertaken by Programme management and the wider organisation. Some country and regional offices have demonstrated capacity for involvement in the Programme and are uniquely positioned to support beneficiaries/ participants from demonstration to adoption to integration. This will provide strong impetus to strategic targeting and the specific contextual adjustments the Programme needs to build these processes into its implementation approaches. Further, field offices can play a stronger role in promoting and participating in South-South exchanges, facilitating cooperation between countries that are addressing similar target groups, particularly the most vulnerable according to a human rights and gender lens. This exchange could help countries with similar needs to share, and build on, lessons learned and best practices, which can indirectly support a more global coverage of the Programme.

(GLO/Z82 Programme Management, component Team Leaders, field offices.)

## Recommendation 10: New Resources and Materials

It is recommended that Programme management give consideration to mobilising specialised technical expertise in design and production of resource and training materials. As there is a need for both printed material and online resources, it may be that different types of expertise are required. ‘User-friendliness’ of materials is a phrase that appeared in field enquiry on a number of occasions, related to an overemphasis on normative material, as well as to the need to address the priorities and needs of specific target groups in very specific ways. Training materials and online resources must maintain a high level of relevance for target groups and be developed with a clear focus on usability and accessibility. Efforts should also be made for feedback from end users to be collected and integrated in updated versions.

(GLO/Z82 Programme Management.)

## V. LESSONS LEARNED

### Design

There are no efficiencies to be gained by postponing design processes, and programme effectiveness is not assisted by hastened formulation processes. The absence, at inception, of the full range of formulation processes – research and needs assessment, stakeholder and partner negotiations, systematic engagement with field offices, design developmental processes and programme logic formulation has hampered the implementation of the Programme to some degree. As major programming directions were decided without these processes as a foundation, there is a risk that certain elements of the Programme will not, ultimately, prove sustainable beyond the timeframe of the current funding. Examples include the global prison brand, the Global Judicial Integrity Network, and the entire E4J initiative.

### Matrix Management Approaches

Matrix management approaches are accepted, and standard approaches to managing ‘projects’ within functional organisational set-ups. There are a number of key elements to a well-functioning matrix management model<sup>37</sup>, as this approach to organisation/ project management is more complex and difficult. Programme implementation and management approaches demonstrate the importance of at least three elements:

- Clearly defined and agreed roles and responsibilities for each management role and subordinate, and clear definitions of relationships between functional and ‘project’ management.
- Clear and effective communication systems and practice between functional and ‘project’ management.
- A clear and stated commitment across all levels of the organisation to the matrix approach, and the details of it functioning.

### E4J Development

The UNODC has limited experience with education and learning, with previous and ongoing work focused on highly technical and specialized areas of its mandates aimed primarily at adults. This is demonstrated in a focus on subjects of criminal justice, crime prevention and rule of law in E4J secondary and tertiary, without a widened view of the concepts, issues and debates that underpin these subjects and the mandates—why they are meaningful, how they interrelate, and how the learner situates within them. Outcome 4 calls for ‘Establishment of the Education for *Justice* Initiative’ (emphasis added), which means that fundamental concepts of justice and injustice must be drawn out and understood more generally.

It is through engagement with these concepts, and by reflecting on personal experiences of justice and injustice, that learners may come to understand why the mandates are important and technical

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<sup>37</sup> <https://pmstudycircle.com/2012/08/what-is-a-matrix-organisation-structure/>

education worth pursuing. This approach could support learners' attitudinal and behavioural change and activity (impact) beyond the classroom, which is the ultimate goal. It is important that future education interventions developed by UNODC prioritise a conceptual approach, further to values education in primary E4J that helps grow understanding and motivates learners to go further and do more, relatively speaking.

More dedicated experts in education and learning as a discipline in social science, with special emphasis on fundamental concepts underpinning the mandates and developing contexts, should be involved in any future design and coordination of relevant implementation by UNODC. This kind of involvement, if engaged at the level needed for the Programme and early enough, could have helped to prioritise and condition the outcome, outputs and activities in E4J, according to the realities of the agency's experience, the short timeframe, the donor's expectations, work already done in the sector, and the complexities of developing something new that adds value. This involvement may have also helped to identify where and how E4J would have been best situated within UNODC, subject to internal knowledge of the organisation, to capitalize on existing initiatives and relationships towards synergies, and how the mode and materials would be best framed according to the Doha Declaration and the human rights framework, including gender equality.

Partnering and contracting with agencies and organisations dedicated to education and learning, along with professional organisations (e.g. teacher associations), is needed for implementation at all levels of E4J. The delay in signing the contract with UNESCO has affected the quality and pace of implementation and might have been avoided if UNESCO and/or other organisations had been engaged in pre-implementation negotiation and design stages. Opening up front-end processes to be more inclusive of those with expertise in creating education and learning interventions should be prioritised for next time.

## Leveraging of relationships

UNODC is well positioned to leverage its close relationships, and existing trust of law enforcement and government agencies, to conduct high level, normative work that effects structural changes, and fulfils a core feature of the mandate. The agency has also gained considerable experience in the implementation of projects at the ground level. With careful targeting, these functions can become mutually reinforcing when new, innovative measures are showcased, and evaluated in pilots that lead to system-level change. In Central Asia, for instance, the project has the opportunity to change policy by demonstrating the viability of prison work as a rehabilitation measure. The YCP component can be integrated in public outreach and youth work, and after school programmes. As government agencies tend to respond more slowly, early results are often produced by working with civil society partners, although they are often unable to maintain their efforts without continuing support from a programme. Government agencies, in contrast, have resource streams and the capacity to upscale programmes.

# I. ANNEX I - TERMS OF REFERENCE OF THE MID-TERM INDEPENDENT PROJECT EVALUATION

## List of Abbreviations

CEB	Corruption and Economic Crime Branch
CLP	Core Learning Partners
CSO	Civil-Society Organisation
DAC	Development Assistance Committee
DO	Division of Operations
DSA	Daily Subsistence Allowance
DTA	Division for Treaty Affairs
ECOSOC	Economic and Social Council
E4J	Education for Justice
FuC	Follow-Up Committee
HTMSS	Human Trafficking and Migrant Smuggling Section
HQ	Headquarter
IEU	Independent Evaluation Unit
ICCPR	International Covenant on Civil and Political Rights
ISS	Implementation Support Section
JS	Justice Section
Logframe	Logical Framework
MTE	MTE
NGO	Non-Governmental Organisation
NPO	National Project Officer
NVI	Noncommunicable Diseases, Disability, Violence and Injury Prevention
OCB	Organized Crime Branch
ROCA	Regional Office Central Asia
ROSA	Regional Office South Africa
THIMUN	The Hague International Model United Nations
TPB	Terrorism Prevention Branch
UNEG	United Nations Evaluation Group
UNIS	United Nations Information Service
UNCAC	United Nations Convention against Corruption
UNODC	United Nations Office on Drugs and Crime
UNTOC	United Nations Convention against Transnational Organized Crime

WBSE	Word Breakdown Structure Element
WHO	World Health Organisation

## Background and Context

Project number:	GLOZ82 (SB-005845 (2015 WBSE Number: SB-005845))
Project title:	Global Programme for the Implementation of the Doha Declaration: towards the promotion of a culture of lawfulness
Duration:	01/03/2016 - 31/12/2019
Location:	UNODC HQ, Vienna, Austria
Linkages to Country, Regional and Thematic Programmes:	<p>All regional and country programmes and the following thematic programmes</p> <p>i) Thematic Programme on Action against Transnational Organized Crime and Illicit Trafficking</p> <p>ii) Thematic Programme on Action against Corruption, Economic Fraud and Identity-Related Crimes</p> <p>iii) Thematic Programme on Terrorism Prevention</p> <p>iv) Thematic Programme on Crime Prevention and Criminal Justice Reform</p> <p>v) Thematic Programme on Public Affairs and Policy Analysis</p>
Executing Agency:	UNODC
Partner Organisations:	N/A
Total Approved Budget:	\$49,149,348
Total Overall Budget	\$49,149,348
Donors:	Government of the State of Qatar
Project Manager/Coordinator:	Oliver Stolpe
Type and time frame of evaluation: (Independent Project Evaluation/In-depth Evaluation/mid-term/final)	Independent Mid-Term Project Evaluation GLOZ82
Timeframe of the project covered by the evaluation:	01/03/2016 – end of field mission (tentatively 31/10/2017)

Geographical coverage of the evaluation:	Global audience, as relevant to the implementation of the Global Programme and selected beneficiary countries
Budget for this evaluation:	150,000
Type and year of past evaluations (if any):	N/A
Core Learning Partners (CLP) <sup>38</sup> (entities):	UNODC GLOZ82 Programme Team

## *Project overview and historical context*

### The Doha Declaration

At the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice, it was reaffirmed that sustainable development needs to be safeguarded through fair, humane and effective crime prevention and criminal justice systems as central components of the rule of law.

In April 2015, the 13<sup>th</sup> UN Crime Congress adopted, at its high level segment, the Doha Declaration, subsequently adopted by the General Assembly in its resolution 70/174 of 17 December 2015. The Doha Declaration gives direction to Member States, UNODC and other stakeholders in the area of crime prevention and criminal justice and highlights that sustainable development and the rule of law are strongly interrelated and mutually reinforcing. It reiterates the importance of promoting peaceful, corruption-free and inclusive societies for sustainable development, with a focus on a people-centred approach that provides access to Justice for all and builds effective, accountable and inclusive institutions at all levels.

The Doha Declaration reaffirms that UNODC remains an essential partner for the achievement of Member States' aspirations in the field of crime prevention and criminal justice and for the implementation of the Declaration. It further underlines the importance of adequate, long-term, sustainable and effective technical assistance and capacity-building policies and programmes. The Global Programme ensures complementarity with UNODC's current efforts, optimizes the already existing synergies amongst the Conventions and the standards and norms of which UNODC is the guardian.

The negotiation of the Doha Declaration provided insight into a common vision to address challenges, enhance effective implementation of criminal justice standards and norms, and promote innovative approaches to crime prevention and criminal justice to ensure that the vision is successfully translated into action.

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<sup>38</sup> Due to the timing and nature of this Mid-Term Independent Project Evaluation, it was exceptionally decided by IEU together with Programme Management to include exclusively the GLOZ82 programme team as CLPs. However, the feedback of other stakeholders (see Annex III) will be solicited as part of the MTE. The representatives of the donor (State of Qatar) as well as all other relevant stakeholders will be consulted throughout the process in particular on the occasion of the regular meetings of the FuC of the Programme.

## The Global Programme

The programme is composed of three pillars with an overarching management component to coordinate delivery and an advocacy component to ensure visibility:

Pillar One: Resilient, Reliable and Transparent Institutions: International standards in judicial integrity and the prevention of corruption

Pillar Two: Holistic Crime Prevention and Fair, Humane, and Effective Criminal Justice Systems: i) 'A second chance in life': Fostering the rehabilitation and social integration of prisoners; and ii) Preventing youth crime through sports-based programmes

Pillar Three: E4J: Development, implementation and maintenance of E4J for all levels of education

More specifically, the E4J initiative seeks to prevent crime and promote a culture of lawfulness through the development, dissemination of educational materials, tools and activities for primary, secondary and tertiary levels. These activities will help educators teach the next generation to better understand and address problems that can undermine the rule of law and encourage students to actively engage in their communities and future professions in this regard. Building on UNODC's extensive experience in providing assistance to Member States in this area, the Judicial Integrity initiative aims to assist judiciaries in strengthening judicial integrity and preventing corruption in the justice sector, in line with Article 11 of the UN Convention against Corruption. For that purpose the Programme aims to establish a Global Judicial Integrity Network as a platform to develop and disseminate tools and to identify and meet technical assistance needs related to the strengthening of judicial integrity and preventing corruption in the justice system. Rehabilitation programmes in prisons are key to protecting society from crime and reducing recidivism. Crucial to this is for prisoners to be prepared for their release and successful reintegration into society through prison-based programmes and post-release support. Under the Global Programme, various constructive activities in prisons are being carried out, including education, vocational training and work programmes. Furthermore, using sports to provide positive experiences and support healthy development in young people, UNODC works to develop a training package and programme for sports coaches to teach at-risk-youth important life-skills that increase adaptive and positive behaviour

UNODC uses strategic and programming documents that guide its activities in delivering its mandates. The Strategic Programme Framework provides an overview of all UNODC mandates and identifies the accomplishments that UNODC seeks to achieve in carrying out its mandates and its strategy for doing so. The framework comprises of sub-programmes, covering all thematic areas of UNODC mandates. The following five sub-programmes and their respective accomplishments are of particular relevance to the Global Programme:

*Sub-programme 1: Countering transnational organized crime and illicit drug trafficking:* Enhanced capacity of the Secretariat to support Member States, at their request, to take effective action against transnational organized crime, including in the areas of illicit drug trafficking, money-laundering, trafficking in persons and smuggling of migrants, illicit trafficking of firearms, including those in emerging drug and specific crime issues.

*Sub-programme 3: Countering corruption:* Improved capacity of Member States, supported by UNODC at their request, to prevent and fight corruption in line with the United Nations Convention against Corruption and to address economic fraud and identity-related crime.



*Sub-programme 4: Terrorism Prevention:* Improved capacity to prevent terrorism in accordance with the rule of law.

*Sub-programme 5: Justice:* Crime prevention and criminal justice system reform initiatives within UNODC's mandate are developed and implemented in accordance with international standards and norms in crime prevention and criminal justice.

*Sub-programme 7: Policy Support:* Increased public awareness of issues related to drugs, crime and terrorism in all its forms and manifestations, as well as of the relevant United Nations legal instruments, standards and norms in crime prevention and criminal justice.

## Target Groups

The main target group of the Global Programme are Member States of the United Nations, and in particular States Parties and Signatories to the United Nations Convention against Corruption (UNCAC), United Nations Convention against Transnational Organized Crime (UNTOC) and its Protocols thereto as well as the Universal Legal Instruments against Terrorism. Specific institutions and target groups within Member States, and at a regional level, include:

- (i) Criminal justice professionals, regulators, law and policy-makers;
- (ii) National anti-corruption bodies (with both preventive and law enforcement functions);
- (iii) Judicial, prosecutorial and law enforcement authorities; public defenders and other legal aid providers, as well as professional associations and institutions involved in training criminal justice professionals;
- (iv) Regional anti-corruption/integrity networks;
- (v) Technical assistance providers for anti-corruption and governance;
- (vi) Prison administrations, agencies and institutions as well as community networks, civil society and other stakeholders in the area of prisoner rehabilitation and reintegration;
- (vii) Prisoners, offenders and people at risk at entering in contact with the law, as well as their families;
- (viii) Government institutions, in particular policy-makers and ministries with oversight for judicial authorities and government legislative programmes, including Ministries of Justice, Social Welfare, Health, Education, Child Affairs and Interior;
- (ix) Children in school as well as those at risk of becoming victims of violence or of becoming involved in illicit activities;
- (x) Youth and community-based crime prevention organisations working with youth;
- (xi) Schools, academia and think tanks
- (xii) Private sector organisations and civil society, as well as other stakeholders who work for/with children and youth.

## Human Rights Aspects

The Global Programme contributes to promoting human rights in line with the 2005 World Summit Outcome concerning the mainstreaming of human rights throughout the United Nations System (E/CN.7/2010/CRP.6–E/CN.15/2010/CRP.1), the outcome document of the United Nations Summit for the adoption of the post-2015 development agenda and the resolutions of the Human Rights Council. The Global Programme has been designed in full respect of UNODC’s internal policies as outlined in the Note of the Executive Director to the Commission on Narcotic Drugs and Crime Prevention and Criminal Justice and elaborated in the 2012 ‘UNODC and the promotion and protection of Human Rights’ position paper.

As the Global Programme aims to enhance integrity, accountability and transparency in the criminal justice system, including courts, prosecution services and the police, as well as specialized law enforcement agencies, it promotes the right to a fair trial (International Covenant on Civil and Political Rights (ICCPR), Art. 14.), the right to liberty, security of person, and against non-arbitrary arrest or detention (ICCPR, Art. 9.), the right not to be subjected to torture or to cruel, inhumane or degrading treatment or punishment (ICCPR, Art. 7 and the Convention against Torture, Art. 2.) and the right for persons deprived of liberty to be treated with humanity (ICCPR, Art. 10.). Furthermore, the Global Programme works with national authorities to build and strengthen capacity to implement special investigative techniques applied to corruption investigations in compliance with due process safeguards and to build capacity to protect reporting persons with due regard to human rights requirements. Knowledge products incorporate human rights issues to deepen the understanding between the nexus of human rights and anti-corruption and support and complement capacity building activities. The Global Programme furthers the realization of these rights and contributes to the capacity of respective national counterparts to promote full compliance with their international human rights obligations.

## Gender

UNODC is committed to ensure that a gender perspective is actively and visibly mainstreamed in all its practices, policies and programmes. The importance of mainstreaming a gender perspective into all policies and programmes of the United Nations system has been repeatedly emphasized by ECOSOC (agreed conclusions 1997/2 in A/52/3 and resolution 2008/34).

UNODC has identified gender as an issue cutting across all aspects of its programmes and activities both at headquarters and in the field. A Guidance Note for UNODC staff entitled ‘Gender mainstreaming in the work of UNODC’ was developed in 2013 and has been taken into account in the preparation of the Global Programme.

In particular, the Global Programme foresees, to the extent possible, to promote equal participation of men and women in all its activities. Moreover, and where applicable, the training material to be developed in the context of this programme is to include a gender perspective.

## *Main challenges during implementation*

The Global Programme has not yet undergone any evaluation. While no major implementation challenges have been encountered thus far, it should be noted that the first year of implementation (March 2016 – February 2017) was primarily dedicated to bringing on board the core programme team, develop workplans and establish implementation procedures and structures. As a result, in February 2017 the overall implementation rate stood at 16% and

by the time of the writing of this document in May 2017 at 38%. Moreover, the programme adopts a matrix management structure where various programme components fall under the responsibility of different managers across UNODC. As a result, it took some time to develop the practical arrangements for the day to day management of the programme ensuring the smooth implementation of the programme and thus realising the benefits of these arrangements.

As work plans have been further elaborated under each of the programme's pillars and in light of activities planned to be carried out in the field, additional work months, posts and field-based positions were required to deliver the respective outputs. Specifically, for the E4J (Pillar Three) component, additional work months have been foreseen to allow for curricula to be developed at the primary, secondary and university levels covering the thematic areas of Corruption, Justice, Organized Crime and Terrorism. Therefore, a project revision was prepared and approved on 4 April 2017.

*Project documents and revisions of the original project document*

Project document	Year	Please provide general information regarding the original project document.
Title: Implementation of the Doha Declaration: towards the promotion of a culture of lawfulness	30/3/2016	<p>The original project document that was approved in the UNODC project management software 'ProFi' on 30 March 2016 is still valid.</p> <p>The aim of the Global Programme is to ensure the implementation of the Doha Declaration. The Global Programme will provide sustained support and delivery of technical assistance to Member States, upon their request, in specific areas covered by the Doha Declaration.</p>

Project revision (please add further rows as needed)	Year	Reason & purpose	Change in (please check)
First project revision	4/4/2017	<p>The revision includes updated terms of reference for staff funded by the Global Programme. Additional posts and work months in support of the overall implementation of the Global Programme have been added.</p> <p>The Logframe stayed the same while work plans have been further elaborated under each of the programme's pillars and in light of activities planned to be carried out in the field. Additional work months, posts and field-based positions were required to deliver the respective outputs.</p> <p>The project revision also included a grants programme option for the Preventing Youth</p>	<p>Budget</p> <p>Timeframe</p> <p>Logframe</p> <p>Not applicable</p>

		Crime through Sports-based Programmes and E4J components allowing for the issuing of grants under outcomes 3 and 4 the appropriate partner organisations.	
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### *Main objectives and outcomes*

Objective of the Global Programme (as per project document/revision):

Programme Objective: Effective implementation of the Doha Declaration

Indicator: Number of Member States assisted by UNODC to take action to promote the rule of law and a culture of lawfulness in line with the Doha Declaration.

Baseline: 0

Target: 100

Outcome 1: Implementation of international standards strengthened in judicial integrity and the prevention of corruption in the judiciary

Indicator: % of judges and other stakeholders, who effectively apply in practice the capacities they acquired as a result of UNODC technical assistance

Baseline: 0

Target: 66%

Indicator: Number of measures taken by States and other stakeholders to strengthen judicial integrity and the prevention of corruption in the judiciary.

Baseline: 0

Target: 25

Outcome 2: Prison administrations and other relevant stakeholders reinforce delivery of rehabilitation programmes for prisoners

Indicator: No. of prisoners benefitting from enhanced and/or new prison-based rehabilitation programmes enhanced in 10 countries.

Baseline: to be determined

Target: +50% in up to 10 countries.

Indicator: Percentage of initiated and/or enhanced rehabilitation programmes that are self-sustainable by the end of the programme.

Baseline: 0%

Target: 80%

Indicator: No. of Member States actively taking part and/or supporting a new global brand of prisoner's products

Baseline: 0

Target: 20

Outcome 3: Youth crime is prevented through sports-based programmes

Indicator: Number of Member States that apply evidence-based sports and related social and educational development programmes to prevent youth crime

Baseline: 0

Target: 10

Indicator: Youth benefiting from the programme demonstrate increased capacity to contribute to a culture of lawfulness in their communities.

Baseline: 0

Target: 2000

Outcome 4: Establishment of the E4J

Indicator: % of practitioners and other stakeholders, participating in this project, who effectively apply in practice the capacities they acquired as a result of UNODC technical assistance

Baseline: 0

Target: 66%

Indicator: % of institutions, participating in this project, which effectively utilize technical assistance provided

Baseline: 0

Target: 66%

Outcome 5: Increased awareness of the Doha Declaration.

Indicator: % increase in public awareness of the Doha Declaration.

Baseline: low

Target: high

Measurements against the baselines are starting now, as this is the first phase of the project and after the initial preparatory activities, implementation has started and first results towards the achievement of the targets can be observed.

*Contribution to UNODC's country, regional or thematic programme*

Where activities are being carried out at regional and country levels under the Global Programme, they have been designed and implemented in close consultations with the relevant field offices of UNODC and are in line with relevant UNODC country and regional programmes.

In addition, activities under the Global programme are carried out in synergy with and contribute to the implementation of the following thematic programmes:

- (i) The Thematic Programme on Action against Transnational Organized Crime and Illicit Trafficking; specifically, activities undertaken by global projects: GLOT59 'Global Programme against Trafficking in Persons'; GLOT60 'Support to the work of the Conference of the Parties to UNTOC Convention', GLOT92 'Global Programme against the Smuggling of Migrants' as well as GLOX76 'Global Programme on Cybercrime'.
- (ii) The Thematic Programme on Action against Corruption, Economic Fraud and Identity-Related Crime; specifically, activities undertaken by global project

- GLOT58 ‘Towards an Effective Global Regime against Corruption’ in the areas of judicial integrity, prevention of corruption and education;
- (iii) Thematic Programme on Terrorism Prevention; specifically, activities undertaken by global project GLOR35 ‘Strengthening the Legal Regime against Terrorism’;
  - (iv) Thematic Programme on Crime Prevention and Criminal Justice Reform; specifically, activities undertaken by the forthcoming Global Prison Crisis Programme (GLOZ85) as well as activities that fall under GLOT63 ‘Support to Crime Prevention and Criminal Justice Reform’.
  - (v) Thematic Programme on Public Affairs and Policy Analysis.

### *Linkage to UNODC strategy context and to Sustainable Development Goals*

The Global Programme contributes to the following performance indicators of the 2030 Agenda for Sustainable Development:

Goal 16 which aims to ‘Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels’.

Goal 4.7 that says ‘By 2010, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture’s contribution to sustainable development.

Goal 5.2 ‘Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation’

Goal 17.16 ‘Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries.’

Goal 17.18 – ‘By 2020, enhance capacity-building support to developing countries, (...), to increase significantly the availability of high-quality, timely and reliable data’

Goal 17.19 ‘By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries.’

UNODC uses multiple level strategic and programming documents that guide its activities in delivering its mandates. The highest level of these, the Strategic Programme Framework, provides an overview of all UNODC mandates and identifies the accomplishments that UNODC seeks to achieve in carrying out its mandates and its strategy for doing so. The framework comprises of sub-programmes, covering all thematic areas of UNODC mandates. The following five sub-programmes and their respective accomplishments are of particular relevance to this programme:

#### **Sub-programme 1: Countering transnational organized crime and illicit drug trafficking**

Enhanced capacity of the Secretariat to support Member States, at their request, to take effective action against transnational organized crime, including in the areas of illicit drug trafficking, money-laundering, trafficking in persons and smuggling of migrants, illicit trafficking of firearms, including those in emerging drug and specific crime issues.

### Sub-programme 3: Countering corruption

Improved capacity of Member States, supported by UNODC at their request, to prevent and fight corruption in line with the United Nations Convention against Corruption and to address economic fraud and identity-related crime.

### Sub-programme 4: Terrorism Prevention

Improved capacity to prevent terrorism in accordance with the rule of law.

### Sub-programme 5: Justice

Crime prevention and criminal justice system reform initiatives within UNODC's mandate are developed and implemented in accordance with international standards and norms in crime prevention and criminal justice.

### Sub-programme 7: Policy Support

Increased public awareness of issues related to drugs, crime and terrorism in all its forms and manifestations, as well as of the relevant United Nations legal instruments, standards and norms in crime prevention and criminal justice.

## Disbursement History

Time periods throughout the <u>life time of the project</u> (MMYYYY – MMYYYY) (add the number of rows needed)	Released Budget (First Tranche)	Total Approved Budget	Expenditure (May 2017)	Expenditure in %
03/01/2016 – 07/31/2017	\$10,051,807	\$49,149,348	\$3,838,196	38% of the Released Budget of the First Tranche and 7,81% of the Total Approved Budget

Time period covered by the evaluation (MMYYYY – MMYYYY)	Released Budget (First Tranche)	Total Approved Budget	Expenditure (May 2017)	Expenditure in %
03/01/2016 – 07/31/2017	\$10,051,807	\$49,149,348	\$3,838,196	38% of the Released Budget of the First Tranche and 7,81% of the Total Approved Budget

## Purpose of the Evaluation

### *Expected achievements of the evaluation*

In compliance with UNODC evaluation rules and regulations, the Global Programme is subject to mid-term and final independent evaluations. In line with the programme document, an early mid-term evaluation (MTE) is to be started within the first 18 months period of implementation (see GLOZ82 para. 161)

The evaluation will assess the following criteria of the Development Assistance Committee (DAC): relevance, efficiency, effectiveness, impact and sustainability, established partnerships and cooperation and human rights. The evaluation will further specifically assess how gender aspects have been mainstreamed into the Global Programme as well as identify lessons learned and best practices and derive recommendations.

The MTE is therefore supposed to focus on design issues, including the developmental phase of the programme. The MTE should focus in particular on the evaluability of the Global Programme and as such assess: (1) programme design, (2) the appropriateness of indicators and targets as reflected in the logical framework, (3) the reporting measures and tools developed by the programme team to monitor progress in implementation and impact, (4) the coordination and implementation arrangements established by the programme team and (5) initial achievement of results.

The findings of the MTE are expected to inform the future development and implementation of the programme, by examining if the design of the Global Programme is appropriate. It is also to be examined if the activities already implemented and planned are adept to achieve the outcomes and outputs as described in the Global Programme, and will support the effective implementation of the relevant aspects of the Doha Declaration.

This MTE is to include a strong component on metrics that will address all measurability questions of the Global Programme. It is expected that the MTE will conduct a critical analysis as to whether the achievement of the stated outputs and activities/tasks can be measured through the present indicators and if those indicators are verifiable. The evaluators are expected to ascertain which indicators are less feasible to work towards. The baselines, targets and means of verification are to be assessed for their usefulness.

The MTE should also assess the programme implementation and coordination arrangements and provide guidance, as appropriate, on the further refinement of such arrangements.

Finally, the visibility and outreach component of the Global Programme should be assessed in terms of the respective strategy, approaches and materials developed and their use to promote the programme, its components as well as the Doha Declaration.

### *Users of the evaluation*

The findings and recommendations of the MTE will be used by the programme team to improve, as appropriate, programme implementation, monitoring and reporting.

The findings and recommendations will also be used by the Follow-up Committee, composed of senior representatives of the donor and UNODC, to assess progress in programme



implementation and guide the programme team in making any adjustments to programme implementation, monitoring and reporting arrangements.

## Scope of the Evaluation

<b>Unit of analysis</b> (full project/programme/ parts of the project/programme; etc.)	The entire Global Programme
Time period of the project/programme covered by the evaluation	03/01/2016 – end of field mission (tentatively 31/10/2017)
Geographical coverage of the evaluation	The Programme is global.

## Key Evaluation Questions

### *Evaluation Criteria*

Design
To what extent are the objectives of the programme clear, realistic and commonly understood by the stakeholders?
To what extent are the present monitoring and reporting system and tools capable of capturing progress towards the outcomes and outputs?
To what extent are the performance indicators SMART and monitored adequately?
To what extent and how were the global challenges and expected difficulties taken into account when preparing the Global Programme??
Relevance
To what extent are the outputs, outcomes and objectives of the Global Programme relevant to implementing the Sustainable Development Goals?
To what extent are the outcomes, outputs, indicators and activities as well as the objective of the Programme relevant to the implementation of the Doha Declaration?
To what extent has the Global Programme been conceived in a realistic and feasible way?
How can the relevance of the Global Programme be further improved on the way forward?
Efficiency
To what extent are the internal implementation and coordination arrangements of the Global Programme efficient in terms of assuring the timely and effective programme implementation?
To what extent are the implementation and coordination arrangements established to implement programme activities in cooperation with other UNODC substantive units and UNODC field offices efficient?

Effectiveness
To what extent are initial short-term results already reached?
To what extent are the planned objectives and outcomes in the project document likely to be achieved?
Preliminary Impact
To what extent are the indicators, baselines, targets and means of verification chosen the most appropriate for determining whether the Global Programme achieves its objective?
To what extent are the indicators, baselines, targets and means of verification chosen the most appropriate for determining whether the Global Programme achieves its intended impact?
To what extent can preliminary success towards the achievements of the targets already be observed?
To what extent has the advocacy component reached a reasonably to be expected level of visibility of the programme and its components and to what extent has such visibility supported/reinforced the overall achievement of the outcomes and outputs?
Sustainability
What steps have been taken to ensure the sustainability and ownership of results?
To what extent is the sustainability and ownership of results ensured at present?
How can the sustainability of the programme be further improved on the way forward?
Partnerships and cooperation
To what extent has the programme systematically identified potential partners, sought and succeeded in engaging them?
To what extent does the design of the Global Programme allow for the creation of appropriate synergies with existing initiatives including UN initiatives and initiatives of national and regional entities?
Human Rights
To what extent is the Global Programme designed in such a way that allows UNODC to best integrate the UN human rights due diligence policy?
To what extent has the Guidance Note on promotion and protection of Human Rights been appropriately taken into consideration in the design of the Global Programme and also in the implementation so far?
To what extent has the Global Programme been designed in such a way that it is possible to oversee if partners, including national counterparts, civil society organisations and the private sector respect relevant human rights principles?
Gender
To what extent has the Global Programme been designed in a gender-sensitive way and considered the different needs of men and women, boys and girls, in the programme planning and implementation?

What actions has UNODC undertaken in order to ensure a fair percentage of women as direct beneficiaries of the Global Programme? And what is the percentage of women with all direct beneficiaries of activities supported by the Global Programme?
To what extent is the disaggregation of data by gender appropriate to ensure an effective monitoring and evaluation of gender mainstreaming and gender equality aspects of the Global Programme?
To what extent are underrepresented groups included in the design and implementation of the Global Programme?
Lessons learned and innovation
What, if any, lessons can be learned from the implementation so far and should inform the future implementation of this programme?
To what extent are there any innovative practices, approaches, etc. visible in the programme implementation so far?

## Evaluation Methodology

### *The methods used to collect and analyse data*

This evaluation will use methodologies and techniques as determined by the specific needs for information, the questions set out in the TORs and the availability of resources and time. In all cases, evaluators are expected to analyse all relevant information sources, such as reports, programme documents, thematic programmes, internal review reports, programme files, evaluation reports (if available), financial reports and any other documents that may provide further evidence for triangulation on which their conclusions will be based. Evaluators are also expected to use interviews, surveys or any other relevant quantitative and/or qualitative tools as a means to collect relevant data for the evaluation. While maintaining independence, the evaluation will be carried out based on a participatory approach, which seeks the views and assessments of all parties identified as main evaluation users, the CLPs and will entail a stakeholder analysis, to consider also groups that were not included in the projects.

The present ToR provides basic information as regards to the methodology, however this should not be regarded as exhaustive. It is rather meant to guide the evaluators in elaborating an effective, efficient, and appropriate evaluation methodology that should be proposed, explained and justified in an Inception Report.

The evaluators will present a summarized methodology (evaluation matrix) in an Inception Report which will specify the evaluation criteria, indicators, sources of information and methods of data collection. The evaluation methodology must conform to the United Nations Evaluation Group (UNEG) Norms and Standards.

While the evaluators shall fine-tune the methodology for the evaluation in an Inception Report, a mixed-methods approach of qualitative and quantitative methods is mandatory. Special attention shall be paid to an unbiased and objective approach and the triangulation of sources, methods, data, and theories. Indeed, information stemming from secondary sources will be cross-checked and triangulated through data retrieved from primary research methods. Primary data collection methods need to be gender sensitive.

The credibility and analysis of data are key to the evaluation. Rival theories and competing explanations must be tested once plausible patterns emerge from triangulating data stemming from primary and secondary research.

The limitations to the evaluation will be identified by the evaluators in the Inception Report, e.g. data constraints (such as missing baseline and monitoring data), which may create the need for the evaluators to retrospectively reconstruct the baseline data and to further develop result orientation of the programme.

The main elements of method will include:

- (i) Preliminary desk review of all relevant project documentation, (Annex II), as provided by the Programme Managers;
- (ii) Preparation and submission of an Inception report (containing preliminary findings of the desk review, refined evaluation questions, data collection instruments, sampling strategy, limitations to the evaluation, and timetable) to the IEU for review and clearance before any field mission may take place;
- (iii) Initial meetings and interviews with IEU, followed by interviews with project managers and other UNODC staff as well as stakeholders at UNODC Headquarters in Vienna, followed by an informal briefing on preliminary hypotheses;
- (iv) Interviews (face-to-face or by telephone), with key project stakeholders and beneficiaries, both individually and (as appropriate) in small groups/focus groups, as well as using surveys, questionnaires or any other relevant quantitative and/or qualitative tools as a means to collect relevant data for the evaluation; including field missions to countries in Asia and/or Latin America (to be identified between project management, IEU and the evaluation team during the Inception phase).
- (v) Analysis of the data and information collected based on the most suitable quantitative and qualitative analysis techniques;
- (vi) Preparation of the draft evaluation report (based on Guidelines for Evaluation Report and Template Report to be found on the IEU website <http://www.unodc.org/unodc/en/evaluation/index.html>). The evaluators submit the draft report first to IEU for quality control. IEU shares the draft report, once cleared, with Project Managers for the review of factual errors or omissions and the evaluators consider the comments. Subsequently IEU shares the final draft report with all CLPs for comments on factual errors.
- (vii) Preparation of the final evaluation report. The evaluators incorporate the necessary and requested changes and finalizes the evaluation report; following feedback from IEU, the Project Manager and CLPs for IEU clearance. It further includes an Evaluation Brief and a PowerPoint presentation on final evaluation findings and recommendations;
- (viii) Presentation of final evaluation report with its findings and recommendations to the target audience, stakeholders etc. at a meeting at UNODC Headquarters and publication of the final evaluation report.
- (ix) In conducting the evaluation, the UNODC and the UNEG Evaluation Norms and Standards are to be taken into account. All tools, norms and templates to be mandatorily used in the evaluation process can be found on the IEU website: <http://www.unodc.org/unodc/en/evaluation/index.html>)

### *The sources of data*

The evaluation will have to utilize a mixture of primary and secondary sources of data. The primary sources for the desk review may include, among others, interviews with key stakeholders (face-to-face or by telephone), the use of surveys and questionnaires, field missions for case studies, focus group interviews, observation and other participatory techniques. Secondary data sources will include the project documents and their revisions, progress and monitoring reports, published research products, and all other relevant documents, including visual information, if available.

### *Desk Review*

The evaluators will perform a desk review of existing documentation (please see the preliminary list of documents to be consulted in Annex II). This list is however not to be regarded as exhaustive, as additional documentation may be requested by the evaluators (please find attached a preliminary list of documents).

### *Primary Research Methods*

Primary sources of data include, among others:

- (i) Qualitative methods: structured and semi-structured interviews with key stakeholders, key representatives of different entities (face-to-face, by telephone or by webcam).
- (ii) Quantitative methods: survey questionnaires.
- (iii) Field mission to selected countries The selection of countries to be visited, as appropriate, during the data collection phase will be agreed between the Global Programme Management and the evaluators based on the evaluation question and on the information gathered during the desk review of existing documentation and cleared by the IEU.

### *Phone interviews / face to face consultations*

The evaluators will conduct phone interviews / face-to-face consultations with identified individuals from the following groups of stakeholders:

- (i) Member States
- (ii) relevant international and regional organisations;
- (iii) Non-governmental organisations (NGOs) working with UNODC;
- (iv) UNODC management and staff;
- (v) Etc.

### *Questionnaire*

A questionnaire (on-line) will be developed and used in order to help collect the views of stakeholders (e.g. trainees, counterparts, partners, etc.) located in places away from Vienna and capitals in the region that will be visited by the evaluation team who it might not be possible to directly interview/consult through face-to-face meetings. This questionnaire will complement the questionnaire which was sent out as part of the Peer Review and asked Member States if UNODC research services and products were fit for purpose.

### *Timeframe and Deliverables*

Duties	Time frame	Location	Deliverables
Desk review and preparation of draft Inception Report	18 – 29 September 2017 (10 working days eval team)	Home-based	Draft Inception report in line with UNODC evaluation norms and standards
Review of draft Inception Report by IEU (can entail various rounds of comments)	2 October – 6 October (1 week for IEU review)		Comments on the draft Inception Report to the evaluation team
Incorporation of comments from IEU and the Programme Team (can entail various rounds of comments)	9 – 13 October (3 working days eval team)		Revised draft Inception Report
Deliverable A: Final Inception Report in line with UNODC evaluation norms, standards, guidelines and templates	By 20 October		Final Inception report to be cleared by IEU
Interviews with staff at UNODC HQ, and, if applicable, Regional and Field Offices (including by phone/skype): missions to Vienna and Qatar; in-person, phone and online interviews  presentation of preliminary findings	23 October – 8 November (10 working days eval team)	Vienna, Austria Doha, Qatar	Presentation of preliminary findings
Drafting of the evaluation report; submission to Programme team and IEU;	9 – 24 November (12 working days eval team)	Home-based	Draft evaluation report
Review of IEU for quality assurance and Programme Management Team for factual errors	27 November – 11 December (1-2 weeks for IEU review)		Comments on the draft evaluation report

Duties	Time frame	Location	Deliverables
Consideration of comments from the Programme Team and incorporation of comments from IEU (can entail various rounds of comments)	11 – 15 December (3 working days eval team)	Home- based	Revised draft evaluation report
Deliverable B: Draft Evaluation Report in line with UNODC evaluation norms, standards, guidelines and templates	By 27 December 2017		Draft evaluation report, to be cleared by IEU and Programme Team
IEU to share draft evaluation report with CLPs for comments	27 December – 12 January 2018		Comments of CLPs on the draft report
Consideration of comments from CLPs	12 – 18 January 2018 (5 working days team leader; 4 w/d team members)	Home-based	Revised draft evaluation report
Final review by IEU; incorporation of comments and finalization of report	18 – 22 January 2018 (2 working days team leader; 1 w/d team members)	Home-based	Revised draft evaluation report
Presentation of evaluation results	29 January (1 working day eval team)	UNODC Office	Power Point Presentation delivered
Deliverable C: Final evaluation report incl. Management response (if needed)	By 5 February 2018		Final evaluation report; Presentation of evaluation results. All to be cleared by IEU
Project team: Finalise Evaluation Follow-up Plan in ProFi	By 15 March		Final Evaluation Follow-up Plan to be cleared by IEU
Project team: Disseminate final evaluation report	By 15 March		Final evaluation report disseminated

## Evaluation Team Composition

### *Evaluators needed*

For the purpose of the evaluation, four international independent evaluators will be hired. Substantive expertise in judicial integrity, crime prevention and prisoner rehabilitation, and education shall be represented among the evaluation consultants and one team leader will be contracted with particular experience in assessing monitoring systems and conducting formative evaluations.

The lead evaluator will be responsible for the quality and timely submission of the specific deliverables, lead the evaluation process and oversee the tasks of the evaluation team. IEU will provide quality assurance throughout the evaluation process.

### *Absence of Conflict of Interest*

According to UNODC rules, the evaluators must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the Global Programme or theme under evaluation.

Furthermore, the evaluators shall respect and follow the UNEG Ethical Guidelines for conducting evaluations in a sensitive and ethical manner.

## Management of the Evaluation Process

### *Roles and responsibilities of the Senior Programme Officer*

The Manager of the Global Programme is responsible for:

- managing the evaluation,
- drafting and finalizing the ToR,
- selecting CLPs and informing them of their role,
- recruiting evaluators following clearance by IEU,
- providing desk review materials (including data and information on men, women and other marginalised groups) to the evaluation team including the full TOR,
- reviewing the inception report as well as the evaluation methodology,
- liaising with the CLPs,
- reviewing the draft report for factual errors,
- developing an implementation plan for the evaluation recommendations as well as follow-up action (to be updated once per year),
- disseminate the final evaluation report and facilitate the presentation of evaluation results;

The programme management team will be in charge of **providing logistical support** to the evaluation team including arranging the field missions of the evaluation team, including but not limited to:



- All logistical arrangements for the travel of the consultants (including travel details; Daily Subsistence Allowance (DSA)-payments; transportation; etc.) – including for participating IEU staff
- All logistical arrangement for the meetings/interviews/focus groups/etc., ensuring interview partners adequately represent men, women and other marginalised groups (including independent translator/interpreter if needed; set-up of meetings; arrangement of ad-hoc meetings as requested by the evaluation team; transportation from/to the interview venues; scheduling sufficient time for the interviews (around 45 minutes); ensuring that members of the evaluation team and the respective interviewees are present during the interviews; etc.)
- All logistical arrangements for the presentation of the evaluation results;
- Ensure timely payment of all fees/DSA/etc.

For the field missions, the evaluation team liaises with the UNODC Regional/Field Offices and mentors as appropriate

### *Roles and responsibilities of the evaluation stakeholders*

Members of the CLPs are identified by the programme management team. The CLPs are the main stakeholders, i.e. a limited number of those deemed as particularly relevant to be involved throughout the evaluation process, i.e. in reviewing and commenting on the TOR and the evaluation questions, reviewing and commenting on the draft evaluation report, as well as facilitating the dissemination and application of the results and other follow-up action. Stakeholders include all those to be invited to participate in the interviews and surveys, including the CLPs.

### *Roles and responsibilities of the Independent Evaluation Unit*

The IEU provides mandatory normative tools, guidelines and templates to be used in the evaluation process. Please find the respective tools on the IEU web site <http://www.unodc.org/unodc/en/evaluation/evaluation.html>. Furthermore, IEU provides guidance and evaluation expertise throughout the evaluation process.

IEU reviews and clears all steps and deliverables during the evaluation process: Terms of Reference; Selection of evaluator(s); Inception Report; Draft Evaluation Report; Final Evaluation Report; Evaluation Follow-up Plan.

IEU will participate in the data collection of this evaluation to quality assure the whole evaluation process. All related costs need to be borne by the programme under evaluation.

## **Payment Modalities**

The evaluators will be issued consultancy contracts and paid in accordance with UNODC rules and regulations. The contract is a legally binding document in which the evaluator agrees to complete the deliverables by the set deadlines. Payment is correlated to deliverables and three instalments are typically foreseen:

Payment is correlated to deliverables and foreseen as follows:

Deliverable	Output	Payments	To be accomplished by (date)
A.	Inception Report	13 days	20 October 2017
B.	Draft Evaluation Report	25 days	27 December 2017
C.	Final Evaluation Report	8 days (6 days team members)	5 February 2018

The third and final payment only after completion of the respective tasks, receipt of the final report and clearance by UNODC, as well as presentation of final evaluation findings and recommendations.

75 percent of the daily subsistence allowance and terminals is paid in advance before travelling. The balance is paid after the travel has taken place, upon presentation of boarding passes and the completed travel claim forms.

## II. ANNEX II - EVALUATION TOOLS: QUESTIONNAIRES AND INTERVIEW GUIDES

The evaluation used separate interview guides for different groups of interviewees. Separate groups were identified, based on the stakeholder list provided during the inception phase, and interview guides differ for each, based on the Data Source column in the Evaluation Matrix which designates which questions will be directed at which interviewee. **Template interview guides** are found below. The evaluation team created specific interview sheets for each interview, and noted interviewee responses to each question in the Response column, during the interview. The interview sheets have been retained by the evaluation team, and form the basis of analysis/ synthesis work undertaken during the evaluation's synthesis and reporting phase.

### Interview Templates

#### *Interview Sheet – Programme Staff*

Question	Response
<b>Introduction</b>	
1. What is your role in the programme? How long have you been in this role?	
<b>Design</b>	
2. What is your view of the objectives of the programme? (discuss both overall objective and sub-objectives at outcome level) <ul style="list-style-type: none"> <li>Are they clear to you? Are they clear to others? If not, why not?</li> </ul>	
3. What kind of challenges have emerged in the programme? <ul style="list-style-type: none"> <li>Were those challenges anticipated by design of the programme? If so, how? If not, why not/how could they have been?</li> </ul>	
4. Do you think the objectives and outcomes can realistically be achieved during the life of the programme? <ul style="list-style-type: none"> <li>Which areas may present difficulties? Why?</li> <li>Was the design based on sufficient evidence and information, in all areas?</li> <li>What could have been done differently (in design and implementation) to make objectives more realistic?</li> </ul>	
<b>Relevance</b>	
5. Do you think that the programme will make a significant contribution to implementation of the Doha Declaration? Why or why not?	
6. Do you believe that the programme will contribute to the achievement of the SDGs? In what ways?	
7. Do you think that the needs and concerns of target groups of each pillar have been reflected in the design and strategies adopted by the programme? How?	
8. Has the programme team taken context (regional or national) into account when developing strategies and activities? How has the programme responded to changes in context, if any?	
<b>Monitoring Systems (Efficiency)</b>	
9. What is your view of the M&E system of the programme, and the tools being used to monitor activities and results?	

Question	Response
10. What is the main tool that you personally rely on to monitor how the components for which you are responsible are progressing? How is that tool useful to you?	
11. What is your view of the indicators currently used to measure programme results? (as needed, each indicator can be discussed in turn) <ul style="list-style-type: none"> <li>• Are the indicators SMART? Is their meaning clear?</li> <li>• Do the indicators provide you or others with useful information as you implement the programme? How do you use that information?</li> <li>• What about the baselines and targets, are they reasonable? The methods of collecting data? Is monitoring of indicators being done regularly?</li> <li>• Will the indicators help to measure the ultimate impact of the programme, after its completion? Why or why not?</li> </ul>	
12. What is your view of the indicators currently used to measure programme results? (as needed, each indicator can be discussed in turn) <ul style="list-style-type: none"> <li>• Are the indicators SMART? Is their meaning clear?</li> <li>• Do the indicators provide you or others with useful information as you implement the programme? How do you use that information?</li> <li>• What about the baselines and targets, are they reasonable? The methods of collecting data? Is monitoring of indicators being done regularly?</li> <li>• Will the indicators help to measure the ultimate impact of the programme, after its completion? Why or why not?</li> </ul>	
13. Is disaggregation of data by gender being done systematically by the programme? If not, why not? If so, is that data supporting the monitoring of gender mainstreaming and gender equality aspects of the programme?	
14. Is disaggregation of data by other variables (such as location, income, ethnicity) being done systematically by the programme? If not, why not? If so, is that data supporting the monitoring of human rights aspects and participation of under-represented groups in the programme?	
15. How would you describe the internal implementation and coordination arrangements related to the programme? <ul style="list-style-type: none"> <li>• Do the current arrangements reflect what was originally planned?</li> <li>• Have those arrangements contributed to implementation of the programme and results? If so, how? If not, why not? What have been the challenges in this regard?</li> </ul>	
<b>Activities</b>	
16. Questions specific to each pillar, depending on the interviewee <ul style="list-style-type: none"> <li>• Clarify understanding of key activities, based on desk review</li> <li>• Discuss how each main area of activity is contributing to outputs and outcomes, as well as challenges that may have emerged</li> <li>• Request additional documents, as appropriate.</li> </ul>	
<b>Results/ Impact</b>	
17. What early results have already been achieved by the programme (or your component)?	
18. How much progress has been made already towards meeting indicator targets?	
19. Do you think the programme will be able to achieve its intended impact? If yes, why? What signs of potential impact have you seen? If not, why not?	
20. What is your view of the visibility of the programme and its components, at this stage of the programme?	

Question	Response
21. Are efforts aimed at greater visibility having any effect on the overall programme and its results? If not, why not? If so, how?	
22. How is the programme (or your component) working to promote sustainability of the results that are anticipated? What signs do you see that may indicate future sustainability?	
<b>Partnerships and Cooperation</b>	
23. Which are the key partners of your component of the programme? <ul style="list-style-type: none"> <li>How were they identified and what role do they play? Do others remain to be identified?</li> <li>Do they include people or entities from target groups?</li> </ul>	
24. How do you view the way that the programme has identified and engaged with partners?	
25. Does the programme design stimulate synergies and partnerships with existing initiatives (of UN or other bodies)? If so, how? If not, why not?	
<b>Human rights and Gender</b>	
26. Does the programme design allow for the UN human rights due diligence policy to be incorporated and followed? How?	
27. Was the Guidance Note on Promotion and Protection of Human Rights taken into account in design of the programme? How? What about in implementation?	
28. Does the programme design enable the team to oversee partners in respecting human rights principles? How? Are beneficiary agencies/partners integrating human rights into their work programmes?	
29. Do you think that under-represented groups have been involved in the design or implementation of the programme? If so, who and how? If not, why not?	
30. Do you think that the programme design is gender-sensitive? In the implementation process, have the different needs of different gender groups been considered? If so, how? If not, why not?	
31. Are beneficiary agencies/partners integrating gender equality into their work programmes? How does the programme promote this? How does the programme ensure that a fair percentage of women are benefiting from the activities supported?	
<b>Lessons Learned and Recommendations</b>	
32. What lessons can be learned from implementation to date that inform the future implementation of the programme?	
33. Are there innovative approaches or activities that have emerged so far in the programme?	
34. What recommendations would you make for strengthening the programme at this stage? Any changes in design or in strategies? In activities, partners, internal organisation, monitoring, etc.?	

### Interview Sheet – Donor

Introductory	
1. What is your relationship to the programme? How long has your country/ministry been involved?	
Design	

2. What is the overall objective of the programme in your view? Relevant sub-objectives? Are programme objectives clear? If not, why not?	
3. What challenges have you seen with programme?	
4. Do you think all the objectives and outcomes can be achieved during the life of the programme? In which areas might there be difficulties? Why? Was the design based on sufficient evidence and information, in all areas? What could be changed to make the objectives more realistic?	
<b>Relevance</b>	
5. Do you think the programme will make a significant contribution to implementation of the Doha Declaration? Why or why not?	
6. Do you believe the programme will contribute to the SDGs/ sustainable development? In what ways, or why not?	
7. Do you think concerns of target groups are adequately reflected in the design and strategies adopted by the programme? How so, in which pillars? <ul style="list-style-type: none"> <li>Is context taken into account by the programme? If so, how?</li> <li>Is the programme adaptable to changing context? If so, how?</li> </ul>	
<b>Monitoring Systems (Efficiency)</b>	
8. Are you familiar with how the programme is monitoring progress towards results? If so, what is your view of the methods being used to monitor activities and results?	
9. How do you view the indicators currently used to measure programme results? (as relevant, individual indicators can be discussed) <ul style="list-style-type: none"> <li>Do you think the indicators will help measure the ultimate impact of the programme, after its completion? Why or why not?</li> </ul>	
10. Can you comment on internal implementation and coordination arrangements related to the programme? Have these arrangements contributed to results in your view? What are the challenges to internal coordination, if any?	
<b>Results/ Impact</b>	
11. What early results have been achieved by the programme? Can you mention any examples in your country, or in other countries? Are you satisfied with what has been achieved so far?	
12. Do you think the programme will achieve its overall intended impact? If yes, what makes you think so? If not, why not?	
13. What is your view of the visibility of the programme and relevant components, at this stage of the programme? (only for member states) How is the programme visible in your country?	
14. How is the programme working to promote sustainability of its results? Have you observed examples of stakeholders taking 'ownership' of programme activities or strategies?	
<b>Partnerships and Cooperation</b>	
15. In your view, who are the key partners of the programme? <ul style="list-style-type: none"> <li>How has the programme identified and engaged partners and what role do they play?</li> <li>Do partners include people or entities from target groups? (only for member states) Are there examples of this in your country?</li> </ul>	
<b>Human Rights and Gender</b>	

16. Is the programme designed with human rights and gender equality in mind? If so, how so? If so, can you mention examples from your country or another context?. If not, what gaps have you observed?	
17. Does the programme oversee partners in integrating and respecting human rights and gender principles in their work? How so? (only for member states) Are there examples in your country, or other countries?	
<b>Lessons Learned and Recommendations</b>	
18. What lessons can be learned from implementation of the programme to date? How can the programme be strengthened, with emphasis on design and strategy? In other ways?	
19. Have you observed innovation in the programme? If so, how so? If not, why not?	
20. (only for member states) Are there plans to continue involvement with the programme? If so, why? If not, why not?	
21. What recommendations would you make for strengthening the programme?	

### *Interview Sheet – Institutional Beneficiaries and Implementing Partners*

<b>Introductory</b>	
1. What is your connection to the programme? How long have you been involved (as an individual and institution)? Do you plan to continue involvement in the programme? If so, why? If not, why not?	
<b>Design</b>	
2. What is the overall objective of the programme in your view? Relevant sub-objectives? Are the objectives clear for you? If not, why not?	
3. What challenges have you seen with the programme? Are these related to design or how the programme is being implemented?	
4. Do you think objectives and outcomes can be achieved during the life of the programme? In which areas might there be difficulties? Why? Was the design based on sufficient evidence and information, in all areas? What could be changed to make the objectives more realistic?	
<b>Relevance</b>	
5. Do you think the programme will make a significant contribution to implementation of the Doha Declaration? Why or why not?	
6. Do you believe the programme will contribute to the SDGs/ sustainable development? In what ways, or why not?	
7. Do you think concerns of target groups are adequately reflected in the design and strategies adopted by the programme? How so, in which pillars? <ul style="list-style-type: none"> <li>In which areas might there be difficulties? Why?</li> <li>Was the design based on sufficient evidence and information, in all areas?</li> <li>What could be changed to make the objectives more realistic?</li> </ul>	
<b>Monitoring Systems (Efficiency)</b>	
8. Are you familiar with how the programme is monitoring progress towards results? If so, what is your view of the methods being used to monitor activities and results?	
9. How do you view the indicators currently used to measure programme results? (as relevant, individual indicators can be discussed)	

<ul style="list-style-type: none"> <li>Do you think the indicators will help measure the ultimate impact of the programme, after its completion? Why or why not?</li> </ul>	
10. Can you comment on relevant internal implementation and coordination arrangements related to the programme? Have these arrangements contributed to results in your view? What are challenges, if any?	
<b>Activities</b>	
11. Questions specific to each pillar, depending on the interviewee – will be aimed at the following lines of enquiry: Clarify understanding of key activities in which they are involved or aware Discuss how each area of activity is contributing to outputs and outcomes, as well as challenges that may have emerged Request additional documents, as appropriate	
<b>Results/ Impact</b>	
12. What early results have been achieved by the programme (or your component/ activity)? Can you mention specific examples from your experience?	
13. Are you satisfied with what has been achieved so far? How much progress has been made towards meeting indicator targets?	
14. Do you think the programme will achieve its overall intended impact? If yes, what makes you think so? If not, why not?	
15. What is your view of the visibility of the programme and relevant components/ activities, at this stage of the programme? Can you mention any examples?	
16. How is the programme working to promote sustainability of relevant activities and results? Are stakeholders or beneficiaries (such as yourself) taking some 'ownership' of activities? Why or why not? What examples do you see that may indicate future sustainability?	
<b>Partnerships and Cooperation</b>	
17. In your view, who are the key partners of the programme/ relevant component? How has the programme identified and engaged partners and what role do they play? Do others remain to be identified in your view? If so, which ones? Do partners include people or entities from target groups? Examples?	
18. Do you think the programme design stimulates exchanges/ partnerships with existing initiatives of the UN and/ or other bodies? If so, how? If not, why not?	
<b>Human Rights and Gender</b>	
19. Is the programme designed with human rights and gender equality in mind? If so, can you mention any examples? If not, what gaps have you observed?	
20. Does the programme oversee partners in integrating and respecting human rights and gender principles in their work? How so? Are there examples you can mention (e.g. fair percentage of women)?	
<b>Lessons Learned and Recommendations</b>	
21. What lessons can be learned from implementation of the programme to date? How can the relevant programme component/ activities be strengthened, with emphasis on design and strategy? In other ways?	
22. Have you observed innovation in the program? If so, how so? If not, why not?	
23. What recommendations would you make for strengthening the programme?	



### III. ANNEX III. DOCUMENT LIST

	General UNODC and other UN documents
1	UNODC organigram
2	UNODC Menu of Services
3	UNODC Position Paper on Promotion and Protection of Human Rights
4	UNODC Resource Guide on Judicial Integrity and Capacity
5	Guidance Note on Gender Mainstreaming in UNODC
6	UNODC Inception Report Guidelines and Template
7	UNODC Evaluation Report Guidelines and Template
8	UNEG: Integrating human rights and gender equality in evaluation
9	Professional Peer Review of the Evaluation Function of UNODC
10	UNODC Independent Evaluation Unit: Meta-analysis of evaluation reports 1/2015 to 12/2016
11	UNODC Independent Evaluation Unit: Evaluation-based analysis of good practices in UNODC's approach to capacity building
12	UNODC Programme and Operations Manual
13	Evaluations of UNODC projects/programmes in similar substantive areas, including GLOT 63 (midterm), GLOU68 (in-depth), GLOX 69 (midterm)
14	UNODC: The United Nations Convention against Corruption, Implementation guide and evaluative framework for Article 11, 2015
15	UNODC Assessment Report on Rehabilitation Programmes in Institutions for the Execution of Criminal Sentences in Albania
16	Project document for Global Prison Challenges Programme (GLOZ85)
17	Project document for Global Programme to prevent and combat corruption (GLOZ99)
	Documents produced by or related to the Doha Programme
18	Programme document
19	Project Revision dated February 2017
20	Doha Declaration
21	Logical framework
22	Annual and Semi Annual Progress Reports
23	Reports to the Follow-Up-Committee
24	Reports of the Follow-Up-Committee meetings

25	Financial statement for 2016 and interim financial overview provided to Follow-Up-Committee
26	Work plans for programme components
27	Staffing table for the programme
28	Communications Strategy
29	Promotional materials related to programme advocacy
30	Mass media monitoring reports, and web and social media reports
31	Social media strategy and 'how to' guide
32	Web story guidelines
33	Information sheets for each component
34	Programme website and social media accounts
35	Programme newsletters
36	Activity reports for all components (including mission and meeting reports)
37	Programme templates for surveys and testing, and procedures for training evaluation
38	Reports by consultants engaged by the programme
39	Expert Group Meeting reports
40	Staff profiles and/or role descriptions for all current programme staff positions
41	Management instruction document related to E4J and judicial integrity components
42	Work Plans for programme components and Costed Work plan for the programme
43	Database of programme event participants, by country
44	Calendar of programme events, 2016-17
45	Delivery strategy for Judicial Integrity component
46	Reports on preparatory meetings for the Global Judicial Integrity Network
47	Bangalore Principles of Judicial Conduct (and scan of commentary)
48	Survey on judicial integrity – initial raw data and draft analysis
49	Background paper on network governance structures
50	Database of resource materials and publications on judicial integrity
51	Plans for Global Judicial Integrity Network website
52	Draft content for online training module on judicial ethics
53	Technical assistance log for judicial integrity
54	New code of conduct of Micronesia federal judges

55	Websites of organisations working on judicial integrity (including International Commission of Jurists, International Bar Association, National Center for State Courts, Judicial Integrity Group, and International Association of Judges)
56	International Bar Association: Judicial Integrity Initiative Report on Judicial Systems and Corruption, 2016
57	UNODC Resource Guide on Strengthening Judicial Integrity and Capacity, 2011
58	Reports of the Special Rapporteur on the independence of judges and lawyers to the UN Human Rights Council, 2016 and 2017
59	UNODC Judicial Ethics Training Manual for the Nigerian Judiciary
60	Technical guidance material on (i) initiation and management of prison-based rehabilitation programmes and (ii) classification of prisoners
61	Status Report on software development for prisoner management
62	Assessment mission reports from visits to member states
63	Consultation workshop minutes and national roadmaps on prison component
64	Business plans for development of prison-based rehabilitation – various countries
65	Feasibility study for global brand of prison products
66	UNODC Handbook on Anti-Corruption Measures in Prisons (draft)
67	Dushanbe Declaration on Prison-based Rehabilitation Programmes (draft)
68	Nelson Mandela Rules (The United Nations Standard Minimum Rules for the Treatment of Prisoners)
69	Scoping mission reports and agreements with beneficiaries for Youth Crime Prevention
70	Training materials for the pilot Youth Centres, including Line Up Live Up Trainer Manual
71	Process and impact assessment tools for Line Up Live Up
72	Roadmap for Youth Crime Prevention
73	Reports and pre and post-test results from training of trainers in Brazil
74	Partnership assessments and plans for E4J, including UNESCO-UNODC agreement
75	Research and road maps on three levels of formal education
76	Model United Nations manual
77	Plans for E4J website
78	ACAD website
79	Surveys and analysis informing E4J development
80	Module (14) proposals/designs/reviewers/texts/papers/pilot studies, etc. on E4J

81	Pilot studies of materials, curricula, games for E4J
82	Branding guidelines for programme
83	Mobile application for children (transparency and integrity - Bolivia) proposal, design, pilot study, sample, etc.
84	Violence against Women application (Mexico) – proposal and design information
85	Thematic Discussion Guide for CCPCJ
86	Values-based education material and related documents for E4J
87	Details on NGO grants program for games in low-tech environment for E4J
88	Hackathon documents for E4J
89	Draft implementation strategies for primary and secondary levels of E4J
90	Power point presentations on E4J tertiary modules and coordination
91	Draft of strategic communication for E4J and YCP, GCED, Human Rights Education

## IV. ANNEX IV – LIST OF PERSONS CONTACTED DURING THE EVALUATION

<i>Number of interviewees</i>	<i>Organisation</i>	<i>Type of stakeholder</i>	<i>Sex disaggregated data</i>	<i>Country</i>
37	UNODC	UNODC Staff/ Consultant	Male: 22 Female: 15	Austria
1	UNODC	UNODC Staff/ Consultant	Male: 1 Female:	Jamaica
2	UNODC	UNODC Staff/ Consultant	Male: Female: 2	Uzbekistan
1	UNODC	UNODC Staff/ Consultant	Male: Female: 1	Zambia
1	UNODC	UNODC Staff/ Consultant	Male: Female: 1	Fiji
2	UNODC	UNODC Staff/ Consultant	Male: 1 Female: 1	South Africa
2	UNODC	UNODC Staff/ Consultant	Male: 2 Female:	Brazil
1	UNODC	UNODC Staff/ Consultant	Male: Female: 1	Panama
1	UNODC	UNODC Staff/ Consultant	Male: Female: 1	Kyrgyzstan
1	UNODC	UNODC Staff/ Consultant	Male: 1 Female:	Indonesia
1	UNODC	UNODC Staff/ Consultant	Male: Female: 1	Bolivia
1	UNODC	UNODC Staff/ Consultant	Male: Female: 1	Mexico
1	UNODC Consultant	UNODC Staff/ Consultant	Male: 1 Female:	UK
1	UNODC Consultant	UNODC Staff/ Consultant	Male: 1 Female:	Spain
1	UNODC	UNODC Staff/ Consultant	Male: 1 Female:	Thailand
1	UNESCO	Staff of other UN Agencies	Male: Female: 1	France

<i>Number of interviewees</i>	<i>Organisation</i>	<i>Type of stakeholder</i>	<i>Sex disaggregated data</i>	<i>Country</i>
1	UNIS	Staff of other UN Agencies	Male: 1 Female:	Austria
1	OHCHR	Staff of other UN Agencies	Male: Female: 1	Switzerland
2	Qatar – Ministry of Foreign Affairs	Donor	Male: 2 Female:	Austria
1	Attorney General of Myanmar	Government Counterparts	Male: Female: 1	Myanmar
1	High Court of Solomon Islands	Government Counterparts	Male: 1 Female:	Solomon Islands
2	Public Safety Canada	Government Counterparts	Male: Female: 2	Canada
1	Rule of Law and Anti- Corruption Center, Qatar/ Qatar University	Civil Society Organisations	Male: Female: 1	Qatar
1	Qatar Foundation	Civil Society Organisations	Male: Female: 1	Qatar
1	Emkan Education	Civil Society Organisations	Male: Female: 1	Saudi Arabia
1	WHO	Civil Society Organisations	Male: Female: 1	Switzerland
1	Grassroot Soccer South Africa	Civil Society Organisations	Male: 1 Female:	South Africa
1	FIFA Grassroots Programme	Civil Society Organisations	Male: 1 Female:	Switzerland
1	International and European Associations of Judges	Civil Society Organisations	Male: 1 Female:	Portugal
1	Judicial Integrity Group	Civil Society Organisations	Male: 1 Female:	Colombo
1	Commonwealth Judicial Education Institute	Civil Society Organisations	Male: Female: 1	Canada

<i>Number of interviewees</i>	<i>Organisation</i>	<i>Type of stakeholder</i>	<i>Sex disaggregated data</i>	<i>Country</i>
1	International Commission of Jurists	Civil Society Organisations	Male: 1 Female:	Switzerland
1	International Bar Association	Civil Society Organisations	Male: Female: 1	UK
1	National Center for State Courts	Civil Society Organisations	Male: 1 Female:	USA
1	Centro de Estudios de la Justicia de las Americas (CEJA)	Civil Society Organisations	Male: 1 Female:	Chile
1	Supreme Court of the Federal Republic of Micronesia	Government Counterpart	Male: 1 Female:	Micronesia
1	National Judicial Council, Judicial Training School	Government Counterpart	Male: Female: 1	Mozambique
1	GTEMS/NMS Anton-Sattler-Gasse	Civil Society Organisations	Male: Female: 1	Austria
1	Council of Europe	Civil Society Organisations	Male: 1 Female:	France
1	FGV-EAESP	Civil Society Organisations	Male: Female: 1	Brazil
1	University of Stellenbosch Business School	Civil Society Organisations	Male: 1 Female:	South Africa
Total: 82			Male: 44 Female: 38	

## V. ANNEX V – EVALUATION MATRIX

Evaluation Question	Indicator(s), data	Data sources <sup>39</sup>	Summary Findings - Desk Review And Field Enquiry	PUBLICATION TITLE
<b>Design</b>				
1. To what extent are the objectives of the programme clear, and commonly understood by stakeholders <sup>40</sup> ?	Programme logical framework and related documents, including advocacy/publicity materials. Interviews with key programme staff, donor representatives and key external stakeholders.	Prodoc PR OD PS OS	Programme design is not clear in the formulation of outcomes in the context of the Doha Declaration, nor is there a well-defined link to the Declaration throughout Programme documentation.  A clear description is missing in each Outcome area, in terms of <i>specific relevance to the Declaration</i> , to ensure stakeholders and implementers are clear about the links between activities and outcomes, and for any subsequent measure of the effectiveness of the Programme to the implementation of the Declaration.	
2. To what extent and how were challenges taken into account when preparing the Global Programme?	Documentation and interviews with programme design team related to initial risk analysis. Delivery strategies for each component. Report and interview commentary on challenges arising so far (anticipated and unanticipated) and how they are being addressed.	Prodoc PR PS OS	The programme document anticipated ‘a developmental phase’, followed 18 months later by a process that would ‘include the definition of an explicit and stable theory of change against which the final evaluation will judge the worth of the programme – i.e., aspects of preparation were considered to be undertaken during implementation.	
3. To what extent has the Global Programme been conceived in a realistic/feasible way? What is not feasible about the programme? What scoping activities and research were undertaken to develop fundamental concepts that the programme and pillars operate from? How has this informed design of the programme?	Logical framework, Prodoc and programme reports that indicate how the objective will be achieved via the five outcomes, and how activities have been selected and designed in a way that will contribute to the outcomes. Interview commentary on feasibility of objective, outcomes, and key activities, and the logical connections among them. Delivery strategies for each pillar. Data on program funding and timelines. Report and interview commentary on challenges, as mentioned above, that could affect feasibility.	Prodoc PR PS OS	Too little emphasis was placed on front-end processes when the Programme was designed (needs assessment, research and analysis, strategy formulation and detailed design of a logical, results-oriented framework).  No design specialists were engaged to guide formulation from a technical or strategic perspective.  The logframe does not demonstrate a clear logical flow, and there is no theory of change to explain the links between different levels of results.	
<b>Relevance</b>				

<sup>39</sup> PR = Progress reports, OD = Other documents, PS = Programme Staff, OS = Other stakeholders.

<sup>40</sup> Per Annex III of the Evaluation TOR: List of stakeholders



4. To what extent are the outputs, outcomes and objectives of the Global Programme relevant to achievement of the Sustainable Development Goals?	Correlation between SDGs and programme strategies/ approaches (defined in the Prodoc, delivery strategies and elsewhere). Interview commentary, especially with programme staff, on links with SDGs.	Prodoc PR OD PS OS	The Programme contributes to a framework that ensures appropriate implementation of the relevant SDGs, in particular: goals 4, 8, 11, 16 and 17. It also contributes to UNODC's strategic frameworks and Sub-programmes,
5. To what extent are the outputs, outcomes and objectives of the Global Programme relevant to the implementation of the Doha Declaration?	Correlation between Doha Declaration content and programme strategies/ approaches (defined in the Prodoc, delivery strategies and elsewhere). Interview commentary, especially with programme staff, on links with Doha Declaration. Survey data and expert inputs collected by programme to inform design and implementation. Documentation on other initiatives underway to implement the Doha Declaration.	Prodoc PR OD PS OS	The Programme also contributes contribute to a framework that ensures implementation of defined aspects of the Doha Declaration.
6. To what extent are the outputs, outcomes and objectives of the Global Programme relevant to target groups as defined in the Prodoc? How is context considered in the formulation of activities?	Correlation between programme strategies/ approaches (defined in the Prodoc, delivery strategies and elsewhere) and documented needs and interests of target groups. Interview commentary on the above. Survey data and expert inputs collected by the programme to inform design and implementation. Documentation and interview commentary on related initiatives in targeted countries and regions.	Prodoc PR PS OS	Surveys and interviews with prison administrations established the relevance of vocational training for prisoner rehabilitation Informants reported that preventing young people from engaging in criminal behaviour through life-skills-sports was highly relevant. In the absence of a needs assessment or recognised external reference point, the relevance of E4J leans on an interpretation of the Doha Declaration to teach shared values based on the importance of the rule of law and protection of human rights to promote a culture of lawfulness.
<b>Efficiency</b>			
7. Is there a monitoring and evaluation system, and related tools, for the programme? Are established indicators SMART? Do established indicators signal progress towards outputs and outcomes? To what extent are the established indicators, baselines, targets and means of verification the	Logical framework, Prodoc and programme reports that indicate how indicators are defined and measured under each outcome and the objective, the baselines and targets being used, and progress so far against targets. Review of same documents for other elements of the M&E system, to the extent they exist. Interview commentary on how indicators, baselines and targets were established, how they are being measured, feasibility of targets and related outcomes and key activities, and the logical connections among them. Interview data on other M&E tools being used by the programme, utilization of M&E data, and recommendations for enhancements of the M&E system.	Prodoc PR OD PS	The monitoring system of the Programme is largely centred on reporting requirements for the FUC, internal annual and semi-annual progress reports, and activity reports on major events and missions. Most indicators fail on one or more SMART criteria, most notably on measurability and specificity. Indicators are too vaguely worded to be clearly interpreted, and there are no definitions of terms nor well-defined methods of data collection and verification. The logframe was found to have significant weaknesses, especially in the logical flow between activities, outputs, outcomes and the objective. The logframe is not used to manage, or consistently monitor the Programme, nor does it describe a theory of change. Indicators are primarily designed to measure inputs and activities, or outputs, with little attention to higher-level results.

<p>most appropriate for determining whether the Global Programme achieves its objectives?</p> <p>To what extent are the established indicators, baselines, targets and means of verification the most appropriate for determining whether the Global Programme achieves intended impact?</p> <p>Does the monitoring system cycle in to improving the programme's progress? If so, how?</p>			<p>At least two outputs do not reflect the current strategy but have yet to be amended.</p> <p>Neither baselines nor targets have been adjusted based on post-design scoping and planning of activities.</p>	PUBLICATION TITLE HERE
<p>8. To what extent are performance indicators monitored adequately?</p>	<p>Logical framework, Prodoc and programme reports that indicate how indicators are defined and measured under each outcome and the objective, the baselines and targets being used, and progress so far against targets.</p> <p>Interview commentary on how indicators, baselines and targets are being measured and reported against, and challenges that have emerged.</p>	<p>PR OD PS OS</p>	<p>Tools for monitoring exist in the form of templates for training activities adapted from UNODC templates, and spreadsheets for tracking participation in events, disaggregated by country of origin. Programme management has begun to develop a tool to track participation in more depth, and there is some evidence in reports of disaggregation of indicator data or other activity information by sex, which supports gender-based analysis, but it is not systematic across components and events, and there is no attempted disaggregation or discussion of social characteristics related to human rights, such as location, income and ethnicity of participants.</p> <p>The Programme is in the process of engaging an expert to address Programme monitoring requirements.</p>	
<p>9. To what extent is the disaggregation of data by gender being used to contribute to effective monitoring and evaluation of gender mainstreaming and gender equality aspects of the Global Programme?</p>	<p>Logical framework, Prodoc and programme reports that show how gender disaggregation was a) intended to take place, and b) is in fact taking place in the M&amp;E system Also, any analysis of gender data and gender quality/mainstreaming that appears in these documents.</p> <p>Interview commentary on whether and how programme M&amp;E data is being disaggregated, and if so, how it is being used, as well as any challenges in that respect.</p>	<p>Prodoc PR PS</p>	<p>Programme management has begun to develop a tool to track participation in more depth, and there is some evidence in reports of disaggregation of indicator data or other activity information by gender, but it is not systematic across components and events, and there is no attempted disaggregation or discussion of social characteristics related to human rights, such as location, income and ethnicity of participants.</p> <p>The Programme is in the process of engaging an expert to address Programme monitoring requirements.</p>	
<p>10. To what extent have the anticipated internal implementation and coordination arrangements been established?</p>	<p>Prodoc and delivery strategies will provide information on the anticipated arrangements, and reports and internal meeting minutes will be reviewed for information on actual arrangements that have been established and their functioning.</p> <p>Interviews with key programme staff on the anticipated arrangements vs. actual arrangements established, challenges</p>	<p>Prodoc PR PS</p>	<p>The substantive components mostly appear to operate in 'silos' as compared to elements of a single Programme, largely due to the division between DTA and DO and the lack of a strong mechanism for guidance and oversight of the Programme, but also owing to how the four areas of intervention have been defined. More systematic information sharing among components, and closer location of their respective teams, would promote greater synergies and</p>	

<p>To what extent are these arrangements assuring the timely and effective implementation of the programme?</p> <p>To what extent are these arrangements, in cooperation with other UNODC substantive units and UNODC field offices, contributing to programme outputs and outcomes?</p>	<p>and successes in internal coordination, plans for changes (if any) in these arrangements. Also recommendations for future programmes with a similar structure.</p>		<p>cohesion. Overall, current management and coordination arrangements are not contributing to timely and effective implementation of the Programme, nor are they facilitating achievement of the objective, outputs and outcomes.</p>
<b>Effectiveness</b>			
<p>11. To what extent have initial, short-term results, been achieved?</p>	<p>Specific detail related to programme indicators.</p> <p>Content of the logical framework.</p> <p>Content and quality of the indicators.</p> <p>Specific activity and output data.</p>	<p>Prodoc</p>	<p>Visible progress is being made against planned activities and outputs, in a number of outcome areas.</p> <p>These include identification of implementation partners; Expert Group Meetings in support of training curriculum, instructor manuals and evaluation/ monitoring tools; initiation of the ‘Hackathon’ concept/ activity; production of handbooks and guidance materials and the development of business plans with target prisons; initiation of prisoner rehabilitation programmes through prison work and training; engagement of NGOs in social reintegration of prisoners, post-release; curriculum testing for youth trainers; significant preparatory work for the creation of the Global Judicial Integrity Network, including five regional meetings and other consultative activities; production of a database of existing resources to assist in identifying gaps; surveys and consultation that address the identification of priorities</p>
<p>12. To what extent can preliminary success towards achievements of targets already be observed?</p>	<p>Content of the logical framework.</p> <p>Content of the activity, output, outcome statements and the logical relationships between them.</p> <p>Specific activity and output data – visible links from this to intended outcomes.</p>	<p>Prodoc</p> <p>PR</p> <p>PS</p>	<p>Discussions about impact must focus on potential, rather than on any actual impacts, given the status of implementation. Enquiry with stakeholders explored any indications of, or potential for, longer-term change, and what added value UNODC can bring in the focus areas of the Programme. Potential for impact is recognised, although the Programme is uneven in this potential. Where activities are capitalising on pre-existing initiatives, systems, networks and relationships, or interlock with existing global or regional programmes—such as its work with Judicial Integrity and Prison activities—moving toward intended impact can happen more quickly and smoothly than with E4J.</p>
<p>13. To what extent has the advocacy component reached the expected level of visibility of the</p>	<p>Existence of visibility items.</p> <p>Establishment of an online presence.</p> <p>Access to the online presence by stakeholders/ public/ etc.</p> <p>Acknowledgement from stakeholders/ targets of impact of any Global Programme communication material/ strategies.</p>	<p>PR</p> <p>PS</p>	<p>Feedback from field enquiry indicates a general confidence in the visibility approaches.</p> <p>A first concern is the current lack of communications impact, i.e., the relatively small number of stories available, to date, for publication, and relatively small numbers of visits to online accounts, although a recent upswing is noted. The</p>

programme and its components?			<p>key is ‘product’ – the communications approach is clearly focused on visual activities on the ground – the stories, and there is a visible improvement in the quantity and quality of available material.</p> <p>Second, is the low level of experience in UNODC with ‘communications’, compared to other UN agencies, coupled with a perceived weak commitment to external promotional communications within the organisation.</p> <p>Finally, there is some concern about the relative lack of dedicated, defined resources and staff assigned to the communications component, which affects the timeliness and depth of promotional activities.</p>
14. To what extent has such visibility supported/reinforced the overall achievement of the programmes outcomes and outputs?	<p>Access to the online presence by stakeholders/ public/ etc.</p> <p>Acknowledgement from stakeholders/ targets of impact of any Global Programme communication material/ strategies.</p> <p>Visibility of stories, outputs, outcomes of the communications strategy in programme reporting.</p>	<p>PR</p> <p>OD</p> <p>PS</p> <p>OS</p>	<p>Quantitatively, visibility is improving, with follower numbers, subscribers and ‘reach’ showing growth over the past four months, in the metrics analysis done by the Programme team.</p> <p>Branding for the Programme has been finalised and put in the field. The intent of this branding is to boost recognition and ensure commonality of approach and image. According to interviewees, this outcome area does not focus on advocacy, but only on visibility and awareness of the Programme. As well as Outcome 5, Outcome 4 also includes an Output related to outreach and awareness for E4J, which is linked into the overall visibility approaches of the Programme.</p>
<b>Preliminary Impact</b>			
<p>15. Does this program have the potential for intended impact?</p> <p>What are intermediary signs of capability towards this impact?</p>	<p>See programme indicators above – they will be used here as well.</p> <p>Visibility of impact consideration in reporting.</p> <p>Visibility of impact consideration in planning/ design.</p>	<p>PR</p> <p>PS</p> <p>OS</p>	<p>National authorities have been engaged in prison reform, and Municipal/State authorities with YCP, which is having some structural impact on practice (prisons) and potentially on policy (YCP). Line Up Live Up is likely to contribute to Programme impact.</p> <p>Professional groups and other stakeholders have benefited from capacity raising by knowledge generation from projects and dissemination via training and events, networks, outputs.</p> <p>E4J is still getting off the ground, with most informants citing the ‘making of an education initiative from scratch’ as the main reason for delays, together with the slowness of the UNESCO contract processes</p>
<b>Sustainability</b>			
16. What steps have been taken to ensure the sustainability and ownership of results?	<p>Legislation.</p> <p>Policy frameworks.</p> <p>Strategies.</p> <p>All of the above both nationally and at Provincial level.</p>	<p>PR</p> <p>PS</p> <p>OS</p>	<p>Establishment of a global network via a short-term project is very ambitious - is too early to say whether the Global Judicial Integrity Network will be sustainable, even though initial interest appears to be high.</p> <p>The prison work component has sustainability promise, as it may generate new revenue streams for prisons. Integration with national policies will ensure sustainability but there are no commitments yet.</p> <p>The complex E4J component has not been specifically planned to promote sustainability.</p>

			Ensuring that these initiatives leave behind something of continuing value will be a significant challenge, considering the short duration of the Programme.
17. To what extent is sustainability, and ownership of results, observable at present?	Examples of leadership. Examples of formal/ semi-formal relationships.	PS OS	The Prisons and Youth Crime Prevention work appears more sustainable due to the strong links of these components with ongoing UNODC programming, which means they are more institutionalised.  The sense of ownership of E4J, sparked through participation in early events, has not yet been fully capitalised on. Sustainability will be very challenging in this new area for the UNODC, especially given time constraints, but new links with UNESCO may help.
<b>Partnerships and Cooperation</b>			
18. To what extent has the programme systematically identified potential partners, sought them out, and succeeded in engaging them?  Has the programme specifically engaged partners within target groups?	Examples of exchange. Visibility of exchange/ inputs in reporting. Examples of cooperation/ coordination.	PR PS OS	No plans for systematic partnerships were made at the design stage, external stakeholders were approached once objectives and core activities had been agreed.  Cooperation with UN sister agencies, international organisations, CSOs, and academia was seen as critical from the outset for ensuring the Programme's 'reach and impact', and has played a role in providing technical expertise, developing instruments and implementation.  Implementation arrangements vary by component: <ul style="list-style-type: none"> <li>Judicial Integrity cooperating informally with justice sector organisations such as national, regional and international associations of judges, and the National Center for State Courts in the USA.</li> <li>National prison administrations are key partners for the prison work programme, in conjunction with local NGOs, to assist social reintegration.</li> <li>The YCP works with FIFA (the Fédération Internationale de Football Associations), municipal/State authorities (Brazil), Regional state governments (South Africa) and national and local government agencies (Kyrgyzstan). Access to experts is facilitated through the Violence Prevention Alliance (WHO).</li> <li>E4J is working with UNESCO on content and training and is expected to share E4J through its contacts in country ministries and ASPnet, once a cooperation agreement has been signed.</li> </ul>
19. To what extent does the design of the Global Programme allow for the creation of appropriate synergies with existing initiatives, including UN initiatives and initiatives of	Examples of exchange. Visibility of exchange/ inputs in reporting. Examples of cooperation/ coordination.	PR PS OS	By organising expert group meetings and regional events, and through participation in networks (e.g. WHO's Violence Prevention Alliance, UNESCO network of schools), the Programme has created a two-way knowledge exchange with partners.  UN agencies with strictly normative and scientific functions are appreciative of UNODC capacity for on-the-ground implementation and participation in networks where Programme learning is being disseminated.

national and regional entities?			Prevention and education components have also helped change the perception of UNODC as an agency only working with law enforcement.	PUBLICATION TO BE REVIEWED
Human Rights				
20. To what extent is the Global Programme designed to allow UNODC to best integrate the UN human rights due diligence policy?	How this is evidenced in programme planning and implementation? Visibility of a rights-based approach in design. Visibility of a rights-based approach in implementation. Visibility of a rights-based approach in reporting.	Prodoc PS OS	This programme document discusses managing risk in Section 3.5, which is where the ‘UN Human Rights Due Diligence Policy’ is cited, but there is no other reference to this policy, or specific aspects in design, related to its integration.	
21. To what extent has the Guidance Note on promotion and protection of Human Rights been appropriately taken into consideration in the design of the Global Programme, and in implementation to date?	How this is evidenced in programme planning and implementation? Visibility of Guidance Note concepts in design. Visibility in reporting.	PR OD PS OS	The Programme document refers to protecting and promoting human rights and responsibilities, as an established international framework, according to which component activities should be implemented. The document links the framework and the Doha Declaration to activities, to ‘instil... shared values based on the importance of the rule of law and protection of human rights’ (Section 3.2) and to ‘advance the rights of individuals and groups in the exercise of economic, social and cultural rights without discrimination of any kind’.  In component 3, where security sector partners relevant to the Guidance note are engaged, the guidance literature is based on human rights promotion.	
22. To what extent has the Global Programme been designed so that it is possible to oversee partners, including national counterparts, civil society organisations and the private sector, in respecting relevant human rights principles?	How this is evidenced in programme planning and implementation? Visibility in reporting.	Prodoc PR PS OS	Human rights promotion is integrated into programme documents and guidance material, and partner agencies (CSOs) are assessed with regard to human rights and gender.  Opportunities exist to systematically expand the monitoring of target groups, the mainstreaming of human rights and gender, and the disaggregation of data along these lines.	
23. To what extent are underrepresented groups included in the design and implementation of the Global Programme?  To what extent are beneficiary agencies/ target groups integrating and mainstreaming human rights into their work programme?	How this is evidenced in programme planning and implementation? Visibility in reporting.	Prodoc PR PS OS	The Programme has not systematically undertaken needs assessment according to human rights and gender, which creates challenges for matching the selection of target groups globally to prioritising groups in regions and countries with the highest need.  UNODC field offices are well-positioned to help identify needs, in certain regions and countries, and can be a source of support for reorienting the Programme accordingly. In response to identifying highest need, field offices can play a role in promoting and participating in South-South exchanges, facilitating cooperation between countries that are addressing similar target groups, particularly the most vulnerable according to a human rights and gender lens.	
Gender				

24. To what extent has the Global Programme been designed in a gender-sensitive way, and considered the different needs of men and women, boys and girls, in programme planning and implementation?	How is this evidenced in programme planning and implementation? Visibility of a gender-focused approach in design. Visibility of a gender-focused approach in implementation. Visibility of a gender-focused approach in reporting.	Prodoc PR PS	Gender, at the heart of human rights, has its own section in the Programme document (1.8) emphasizing mainstreaming and equality across practices and with reference to the guidance note, 'Gender mainstreaming in the work of UNODC'. This intent towards gender equality in terms of design can be seen in the Terms of References for Programme staff, and some informants see the staff composition as an example of gender balance. There is no reference to gender in the logframe.
25. To what extent are beneficiary agencies/ target groups integrating and mainstreaming gender equality into their work programme? What actions has UNODC undertaken in order to ensure a fair percentage of women are direct beneficiaries of the Global Programme?	Visibility of a gender-focused approach in design. Visibility of a gender-focused approach in implementation. Visibility of a gender-focused approach in reporting.	Prodoc PR PS OS	The Programme has not systematically undertaken needs assessment according to human rights and gender, which creates challenges for matching the selection of target groups globally to prioritising groups in regions and countries with the highest need.

## VI. ANNEX VI - DETAILED DESCRIPTION OF PROGRAMME STRUCTURE

As outlined in the Evaluation TOR, the Programme was set up as a ‘matrix management structure’<sup>41</sup> with various components falling under the responsibility of different managers. In fact, the Programme as a whole is delivered by individuals and teams that form part of the Division of Policy Analysis and Public Affairs (DPA), the Division of Treaty Affairs (DTA) and the Division of Operations (DO).

The Programme Management Unit (PMU) of four people is located in DTA, directly under the Chief, Corruption and Economic Crime Branch (CEB), who is line manager of the PMU staff including the Senior Programme Officer (SPO).

The components on Youth Crime Prevention and Prisons are located in the Justice Section of the DO. Line management of the Team Leaders of these components resides with the Chief of the Justice Section. There is no defined management/ reporting relationship between the Chief of the Justice Section and the SPO, nor between those two Team Leaders and the SPO. The Prisons and Youth Crime Prevention components work with no formal guidance from the SPO, although there is regular informal communication including discussion on substantive issues. According to interview data, these Team Leaders have defined control of finances (within the bounds of the costed work plan for each component) and of their component teams (as line managers of those staff), and have substantial control of and responsibility for activities within their respective components. This authority is reflected in the ToR for Youth Crime Prevention, although the scope of the Prisons ToR is more limited.

The Judicial Integrity and E4J components are located in DTA, within the CEB. Line management of these two components resides with the Chief of the Implementation Support Section (ISS), who reports directly to the Chief, CEB. However, substantive management is shared between the Chief of the ISS and the SPO, by virtue of a special arrangement defined in a one-page document referred to as the ‘management instruction’ (see below). This arrangement was not anticipated by the Programme design. Although that document states that ToRs and formal lines of reporting are not affected, it assigns a different ‘substantive lead’ for each component: the SPO for Judicial Integrity and the Chief of ISS for E4J. It then proceeds to briefly outline the responsibilities of the two Team Leaders and of the two substantive leads in this scenario. Key strategic decisions on both components require the participation of both substantive leads. The Chief of ISS remains First Reporting Officer, responsible for performance evaluations of both teams, which are to be based on consultation between the substantive leads.

These two Team Leaders have less managerial responsibility than the Team Leaders in Prisons and Youth Crime Prevention; most notably, they are not the line managers of any team members (who report directly to the Chief of ISS). In addition, the responsibilities of the E4J Team Leader are quite different from those for Judicial Integrity, with the latter having even less decision-making and coordinating authority. All four Team Leaders are officially called Crime Prevention

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<sup>41</sup> Briefly stated, matrix management is the practice of managing individuals through the use of more than one reporting line. Additional information can be found at <https://www.thebalance.com/matrix-management-2276122>



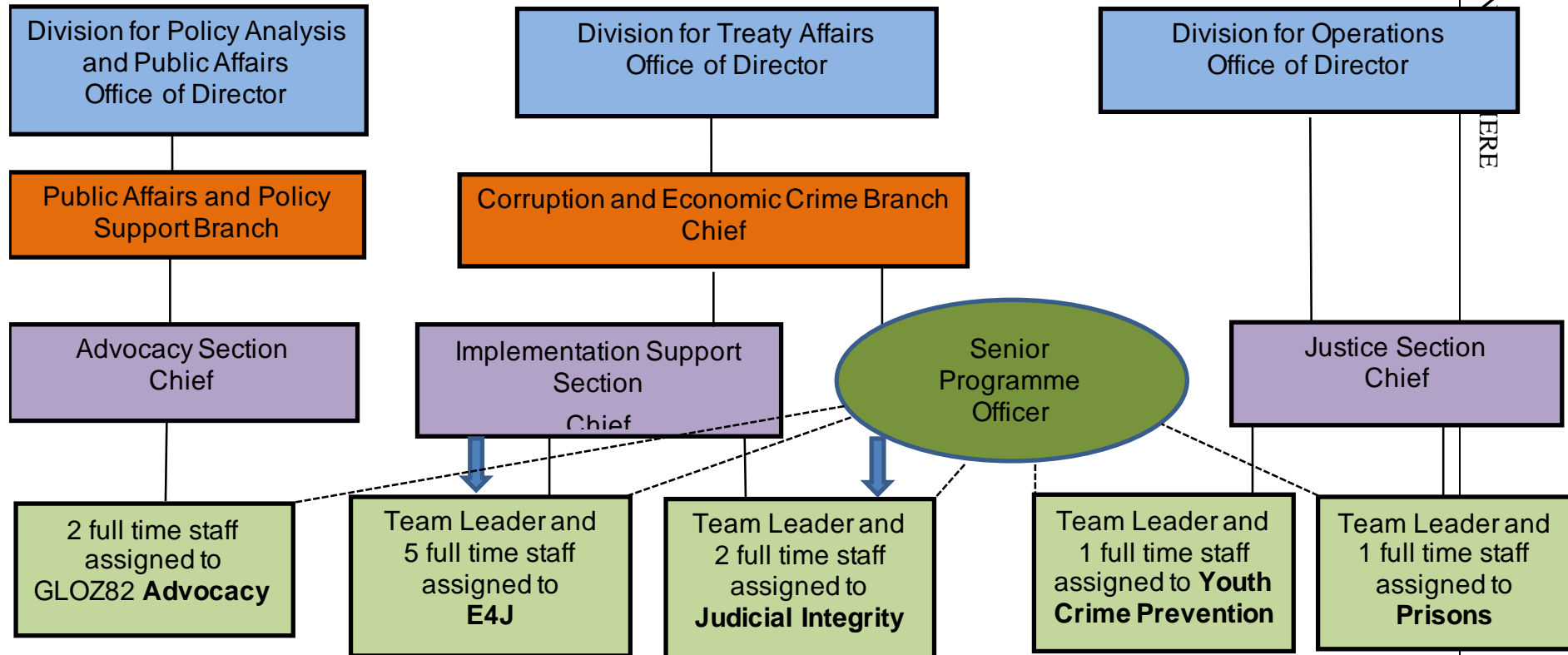
and Criminal Justice Officers, and are classified as P-4. The table below demonstrates these differences via a comparison of selected key phrases in the Team Leader ToRs.

The advocacy component staff are located in DPA, in the Advocacy Section. The Team Leader of the Visibility component is first reporting officer for two staff (and supervises relevant independent consultants). Line management for the full-time staff resides with the Chief of the Section and the Chief, DPA, while substantive management is with the SPO.

The ToR of the SPO (P-5) contains a wide range of responsibilities, including strictly managerial/coordination tasks (Ex. lead the development, adjustment and monitoring of the project workplan, lead the preparation and conduct of the Follow-up Committee meetings) and more substantive/technical activities (Ex. directs substantive support to consultative and other meetings, leads field missions, conducts training workshops), some of which appear to overlap with Team Leader responsibilities.

## Diagram of Senior Reporting and Oversight Roles

Note: Staff dedicated to the Global Programme are in green cells. Solid black lines denote lines of reporting (first reporting officers). Dotted lines indicate oversight responsibility of the Senior Programme Officer. Blue downward arrows denote lines for substantive guidance to E4J and Judicial Integrity pursuant to the management instruction of early 2017.



## The Management Instruction (March 2017)

### *Management and coordination arrangements for the implementation of the Judicial Integrity and E4J components under the GLOZ82 programme*

With a view to clarifying the division of tasks and functions, the following management and coordination arrangements will establish a framework for the practical implementation of the Judicial Integrity and E4J components of the GLOZ82 programme. These arrangements do not change the formal structure and reporting lines in CEB as determined by GLOZ82 and the terms of reference of staff members.

1. Each of the components will be assigned a substantive lead. The E4J component will be implemented under the substantive lead of Candice Welsch, and the Judicial Integrity component will be implemented under the substantive lead of Oliver Stolpe.
2. The team leaders assigned to each team will be responsible for the implementation of the workplan, taking working-level decisions, coordination of day-to-day work, assigning tasks to team members and follow-up with partners. They will also be responsible for raising higher-order decisions and issues with the substantive coordinators as those may arise.
3. The substantive lead for each component will be responsible for ensuring that the activities envisaged under the workplans of the respective components are being implemented in a timely and appropriate manner. They will, in consultation with the respective team leader, as appropriate, give assignments to the respective teams and provide substantive guidance, approve work products, establish cooperation arrangements with external partners as well as internal partners beyond CEB or GLOZ82, and take higher-order decisions. In so doing, they will consult with the other substantive coordinator as required.
4. Key strategic decisions in relation to the implementation of both components, including those related to the composition of the workplans of the components and the strategic direction of their implementation, particularly matters with significant budget implications, will be decided jointly by the substantive leads, in consultation with the team leaders for each component, as appropriate.
5. While Candice will remain the First Reporting Officer formally responsible for ePerformance reviews for CEB/ISS staff, the assigned substantive lead will conduct and finalize the performance evaluations in consultation with the other substantive lead.

## VII. ANNEX VII – GLOBAL PROGRAMME LOGICAL FRAMEWORK

The following logical framework is a summary version, highlighting solely the Programme results logic. It has been prepared by the evaluation team using only the language of the current GLOZ82 version.

Programme Objective	Outcomes	Outputs
Effective Implementation of the Doha Declaration	Outcome 1: Implementation of international standards strengthened in judicial integrity and the prevention of corruption in the judiciary	Output 1.1 – Increased exchange of best practices and experiences through the establishment of a GJIN
		Output 1.2 – High quality manuals and tools on judicial integrity based on international good practices and standards produced.
		Output 1.3 - Support judiciaries in the development and implementation of strategies, measures and systems to strengthen institutional integrity and accountability in the judiciary
		Output 1.4 - Strengthen the prevention and detection of corruption in the Judiciary through regional and country-based training and other technical expert support to judges (and prosecutors as appropriate and necessary)
	Outcome 2: Prison administrations and other relevant stakeholders reinforce delivery of rehabilitation programmes for prisoners	Output 2.1 - Technical guidance material and tools on prison-based rehabilitation and associated management practices developed and validated
		Output 2.2 - Selected Member States assisted in identification and implementation of suitable rehabilitation programmes in prisons
		Output 2.3 - Global brand of prison products – “A Second Chance in Life”-promoted and launched
	Outcome 3: Youth crime is prevented	Output 3.1 - Youth centres developed around the power of sports in selected communities, successfully benefit youth at risk of offending by offering alternative healthy lifestyles with a focus on sports, but including educational, cultural and vocational training opportunities

	through sports-based programmes	Output 3.2 - Awareness raised of the benefits of using sports to keep youth from becoming involved in crime and violence
	Outcome 4: Establishment of the E4J	Output 4.1 - Development, implementation and maintenance of the materials/curricula and games for the Education for Justice (E4J) Initiative, for the following 3 levels: i) Early childhood and primary education ii) Secondary education iii) University and Academic institutions
		Output 4.2 - Increased outreach/publicity/awareness related to the E4J Initiative
		Output 4.3 - Capacity of academic institutions and other relevant stakeholders to deliver ethics courses is strengthened
	Outcome 5: Increased awareness of the Doha Declaration	Output 5.1 - Comprehensive media and communications, advocacy and branding strategies for the implementation of activities and the promotion of a culture of lawfulness produced and implemented